



PANAUST

**Business Review
and Sustainability
Report**

2024



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About this report

Our approach

The Board and Management Team is pleased to present this 2024 Business Review and Sustainability Report (the Report), our eighteenth Sustainability Report. This Report is based on the issues most important to us and our key stakeholders, in relation to our most significant economic, environmental, and social impacts and the value we create. An independent best practice materiality process was undertaken by Materiality Counts to determine the material issues featured in the Report.

The Report has been prepared in accordance with the Global Reporting Initiative (GRI) Universal and Topic Standards to cover the material issues. A detailed index of the GRI indicators, where they are reported in this Report and to what extent (fully, partially, or not reported) can be found on our website: panaust.com.au/annual-publications. Also referenced are the International Integrated Reporting Council's Integrated Reporting Framework and incoming reporting standards in Australia, namely Australian Accounting Standards Board (AASB) S1 (voluntary sustainability reporting) and AASB S2 (mandatory sustainability reporting), which implement International Financial Reporting Standards (IFRS) S1 and S2 respectively.

Report scope

This Report is for the 2024 calendar year for the following principal activities of the PanAust Group:

- Production and sale of copper-gold-silver concentrate from the Phu Kham Copper-Gold Operation.
- Production and sale of gold-silver doré from the Ban Houayxai Gold-Silver Operation.
- Development of the underground exploration decline at the Ban Houayxai Gold-Silver Operation.
- Exploration and evaluation of projects in Laos, Papua New Guinea, Chile, Myanmar and Australia.

Unless otherwise stated, data in this Report relates to our Phu Kham and Ban Houayxai operations in Laos.

Data collection protocols and reporting currency

Except for any new items reported for the first time this year, this Report presents data for a three-year period from 2022. Reports from previous years are publicly available on our website: panaust.com.au/annual-publications. Data reflects the annual disclosure of sustainability performance at wholly owned operations and joint ventures, where PanAust is the operator. Any variances from these boundaries are noted alongside the data tables, where applicable. Unless otherwise stated, all monetary amounts in this Report are expressed in United States dollars (US\$). Data contained in tables and figures has often been rounded.

Forward-looking statements

This Report includes certain 'forward-looking' statements. All statements, other than statements of historical fact, including without limitation, statements regarding forecast production performances, potential mineralisation, resources and reserves and future expansion plans and the development objectives of PanAust Limited, are forward-looking statements that involve various risks and uncertainties. There can be no assurance that such statements will prove to be accurate and actual results and future events could differ materially from those anticipated in such statements.

Transparent reporting

PanAust values openness and transparency in its business activities and produces this Report each year as a valuable communication tool for stakeholders. Through the independent materiality process, stakeholders, both internal and external, agreed to be quoted in this Report, providing a level of openness and honesty of which PanAust is proud. Niboi Consulting provided independent limited assurance of data relating to material issues in this Report, their assurance statement can be found on page 123. The 2024 Annual Report was independently audited by KPMG in accordance with the Australian Auditing Standards and lodged with the Australian Securities and Investments Commission (ASIC) in April 2025, who will make it available for a nominal fee.

As an associate member of the Minerals Council of Australia (MCA), we support the Extractive Industries Transparency Initiative (EITI). This is a global initiative to improve governance in resource-rich countries through the verification and full publication of company payments and government revenues from oil, gas and mining. PanAust reports payments to its host governments in both this Report (see pages 48–49) and its Annual Report. When legally permitted and consented to do so by our host governments, PanAust supports making the material terms of its contracts publicly available in line with EITI requirements.

This Report has been translated for Phu Bia Mining's Lao stakeholders.

Feedback on this report is welcome, please email: info@panaust.com.au or telephone +61 7 3117 2000.

01

Introduction

Managing Director and Chief Executive Officer's review

I am pleased to present the PanAust 2024 Business Review and Sustainability Report, our 18th consecutive sustainability report.

This year has been defined by progress on our strategic priorities, strong operational discipline, and continued commitment to safety, sustainability, and performance excellence. We maintained profitability, extended mine life, and advanced long-term projects across our global portfolio while strengthening relationships with host governments and communities.

Overview

In 2024, PanAust achieved a Group profit after income tax of US\$104.5 million, supported by favourable commodity prices and cost management.

The Company ended the year with a closing cash balance of US\$226.5 million, maintaining positive operating cash flow and ensuring capacity to reinvest in growth and development.

Significant milestones were achieved during the year, including:

- Renewal of mining licences for Ban Houayxai and Phu Kham operations until 2034, securing future production continuity in Laos.
- Finalisation of the Fourth Amendment to the Mineral Exploration and Production Agreement (MEPA) with the Government of Laos, strengthening PanAust's long-term operational stability.
- Successful exit from Myanmar via the sale of our shares in the company that owned PanAust's Myanmar interests, which sale was completed by January 2025.
- Implementation of a cloud-based Enterprise Risk Management system, enhancing transparency and oversight of operational and compliance risks.

These outcomes reflect our focus on disciplined management, responsible governance, and continuous improvement across all aspects of our business.

Economic performance

PanAust maintained solid financial performance in 2024 amid a challenging global economic landscape.

The Company's net profit after tax of US\$104.5 million represents continued resilience across the business, while positive cash flows were sustained despite lower copper production as operations transitioned to deeper mining.

At Phu Kham, total material mined increased 5 per cent to 36.99 Mt, and while copper grade declined, operational efficiencies helped offset the impact. At Ban Houayxai, total material mined increased 41 per cent, and both gold and silver output rose, producing 76,827 oz of gold and 663,447 oz of silver, supported by higher grades and recovery improvements.

Capital investment of US\$31 million was directed toward mine-life extension, including the South Wall Cutback and underground developments. Both operations continue to deliver robust results, with life-of-mine extensions now reaching 2027 for Phu Kham and 2029 for Ban Houayxai, and expected to be further extended through the annual life of mine processes.

Strong governance underpinned our financial outcomes, with continued compliance to international standards and a focus on long-term value creation for our shareholder, the Guangdong Rising Holdings Group (GDRH).

Growth projects

2024 was a year of strategic progress for PanAust's growth projects in Papua New Guinea, Chile, and Laos.

In Papua New Guinea, the Frieda River Project—one of the world's largest undeveloped copper-gold resources—advanced through the completion of all environmental permit work packages, including independent technical peer reviews for the Frieda River Hydroelectric Project. PanAust continues active engagement with the Papua New Guinea Conservation and Environment Protection Authority (CEPA) and local stakeholders, ensuring alignment with environmental and social requirements.

In Chile, PanAust gained full management control of Santiago Metals Limited, including the Delirio Mine, which provides a foundation for the future development of PanAust's neighbouring Inca de Oro Project and nearby Carmen Project. The Delirio mine offers early production potential while supporting the development of an oxide and sulphide production hub for neighbouring projects.

In Laos, exploration expanded around the Long Chien Track deposit, with aggressive resource development underway. Drilling also commenced at the Ban Houayxai Underground Project, enabling further resource definition beneath the existing pit. Additional deep drilling at the Phu Kham Underground Nam San Project continued to increase the existing known resource. Ongoing resource development drilling continued at the existing Phu Kham and Ban Houayxai operations to extend the life of the existing operations. Phu Bia Mining successfully completed the Ban Houayxai underground exploration decline ahead of schedule and without any reportable injuries, a remarkable achievement given this is Phu Bia Mining's first underground mining works.

These efforts collectively demonstrate PanAust's strategic focus to sustain, grow, and acquire—sustaining current operations, growing organic opportunities, and identifying high-quality acquisitions to build future value.

Health and safety performance

Safety continues to be central to PanAust's operational culture.

In 2024, the Company achieved an outstanding record low Total Recordable Injury Frequency Rate (TRIFR) of 0.07 which is the lowest rate on record for the Company and maintained a Lost Time Injury Frequency Rate (LTIFR) of 0.00, outperforming global mining industry benchmarks.

A range of initiatives supported this achievement:

- Launch of the CAMMS online Incident Risk and Compliance Management Platform, enhancing risk visibility and incident investigation processes.
- Implementation of positive performance indicators requiring managers to engage directly in health and safety committee meetings.
- Delivery of the Certificate IV Occupational Health and Safety accreditation program for senior safety officers in Laos.
- Expansion of the multi-language Phu Bia Mining Safety Management System and continued rollout of the annual Safety Awards Program to recognise leadership in safety innovation.
- Sustained application of Contractor Safety and Lao Leader workshops.

PanAust remains committed to achieving Zero Harm, embedding safety leadership and accountability across all levels of the organisation.

Environmental performance

PanAust continued to demonstrate leadership in environmental management throughout 2024.

Both Lao operations received 'A' Class certification from the Ministry of Natural Resources and Environment for excellence in environmental management and monitoring.

No level 3 environmental incidents were recorded during the year, and progressive rehabilitation programs advanced across operational areas, focusing on erosion control, revegetation, and surface water management.

The Company completed all environmental permit submissions for the Frieda River Project and updated its Sustainability Policy to include mandatory climate-related financial disclosure commitments under the AASB S2/IFRS S2 standards.

PanAust remains steadfast in applying international good practices in tailings and waste rock management, ensuring safe, compliant, and transparent environmental performance.

Our people performance

Our workforce remains the cornerstone of our success.

Phu Bia Mining maintained 93 per cent Lao national employment and 22 per cent female participation across operations in 2024.

Over 1,226 Lao employees have now graduated from the Frontline Supervisors Program, while 125 trade apprentices have successfully completed the Accelerated Apprenticeship Program with 32 new trainees currently enrolled.

These initiatives, combined with strong internal leadership development, reflect our commitment to workforce localisation, capability building, and gender diversity.

By integrating the GDRH FAITH philosophy—Focus, Action, Innovation, Technology, and Human-oriented development—into our leadership approach, we continue to foster a culture of accountability, collaboration, and high performance.

Social performance

PanAust remains committed to delivering tangible and lasting benefits to its host communities.

Since its inception, the Community Development Fund (CDF) has invested over US\$5.9 million in 460 projects across Laos, improving livelihoods in agriculture, education, health, infrastructure, and small business development. In 2024, the CDF budget was doubled to US\$750,000, underscoring our ongoing investment in sustainable community growth. Through our Sustainable Livelihood Program (SLP) and community partnerships, PanAust contributed an estimated 2.5 per cent of Laos' national GDP.

In Papua New Guinea, the Company continued implementing health and education initiatives while updating its stakeholder engagement plan to adopt recommendations provided by the Australian National Contact Point (AusNCP) to strengthen community engagement around the Frieda River Project.

Across all host countries, PanAust prioritises inclusive stakeholder dialogue, transparent grievance mechanisms, and human rights respect, ensuring our operations create enduring shared value.

Acknowledgement

I would like to extend my sincere appreciation to all PanAust employees and contractors for their professionalism, resilience, and ongoing commitment to safety and sustainability.

I also acknowledge the continued support of our shareholder, Guangdong Rising Holdings Group, and the trust of our host governments and local communities in Laos, Papua New Guinea, and Chile.

Together, we have navigated another successful year, strengthening the foundations for long-term growth and responsible resource development.

As we move into 2025, PanAust will continue to focus on operational excellence, value creation, and building a sustainable legacy that benefits all stakeholders.



Yuan He
Acting Managing Director and
Chief Executive Officer
PanAust Limited

Company profile

PanAust Limited (PanAust, the Company is an Australian-headquartered copper and gold mining company with two operating mines in Laos and additional pre-development and exploration opportunities in Laos, Papua New Guinea, Myanmar and Chile.

PanAust's producing mines are the Phu Kham Copper-Gold Operation (Phu Kham) and the Ban Houayxai Gold-Silver Operation (Ban Houayxai), located in Laos, in the Company's Contract Area (the Contract Area) under its Mineral Exploration Production Agreement (MEPA) with the Government of Laos.

In Papua New Guinea, PanAust is advancing the Frieda River Project. This Project is one of the largest undeveloped copper and gold deposits in the world and offers PanAust excellent potential for the establishment of a world-class, long-life copper-gold mining operation.

In Chile, PanAust owns a 100 per cent interest in the Carmen copper-gold exploration project and a 69.4 per cent interest in the Inca de Oro Project, with joint venture partner, Codelco, owning the remaining 30.6 per cent. The Inca de Oro exploration project is currently under review for future development with the camp in care and maintenance.

The strategic direction of the Company in 2024 and beyond is to extend the operating life of its existing operations in Laos, progress our project development opportunities in Papua New Guinea and Chile and evaluate complementary acquisition opportunities to the Company's existing portfolio of assets.

PanAust is an Australian incorporated company, a wholly owned subsidiary of GDRH.

GDRH is a Chinese state-owned company, regulated under the State-owned Assets Supervision and Administration Commission and owned by the People's Government of Guangdong Province in China.

PanAust is focused on a sustainable business model based on the safe production and export of copper, gold and silver. While copper is the core product focus, gold and silver provide commodity diversity and by-product credits.

Company structure

Australia

PanAust's registered head office is in Brisbane, Australia, which provides leadership, specialist expertise and support across the Company.

PanAust holds several non-controlling financial interests in Australia, including in the Eva Copper Project in Queensland and the Darlot Gold Project in Western Australia.

Chile

PanAust holds a 69.4 per cent interest in the Inca de Oro Copper-Gold Project through a Chilean-incorporated joint venture company, Inca de Oro S. A. PanAust also owns a 100 per cent interest in the nearby Carmen copper-gold deposit. The Inca de Oro project is currently under review for future development with the camp in care and maintenance.

Laos

PanAust owns a 90 per cent interest in the Lao-registered company, Phu Bia Mining Limited (Phu Bia Mining). The Government of Laos owns the remaining 10 per cent.

Phu Bia Mining has a MEPA with the Government of Laos. The MEPA regulates exploration, development and mining activities within the Contract Area, and sets out the company's rights, tax and royalty obligations.

Phu Bia Mining employs staff and contractors in Thailand and Vietnam to handle the transport and logistics of consumables to the operations and the copper concentrate from the Phu Kham mine site to the export port facilities.

In 2021, PanAust established a wholly owned entity, Saisana Lao Resources Sole Co Limited (Saisana), to pursue opportunities outside the MEPA contract area, subject to obtaining the necessary licences.

Myanmar

PanAust and Myanmar Energy Resources Group International Company Limited, a Myanmar-based company (MERG), established a joint venture company, Wuntho Resources Company Limited (WRCL), in 2015. PanAust initially held an 80 per cent interest in WRCL, which was later increased to 90 per cent. During the joint venture, WRCL held mining tenements in Myanmar's Sagaing region.

In February 2021, the Company demobilised and ceased all mineral exploration activities in the country. The safety, security, health and wellbeing of its people in Myanmar were subsequently the priority for the business.

In 2023, PanAust's Board approved the company's exit from Myanmar. PanAust completed the transfer of its interest in WRCL to MERG in December 2024. The winding up and deregistration of PanAust's other Myanmar subsidiary (PanAust Services (Myanmar) Co, Ltd), which had provided services to WRCL, was completed in January 2025.

Papua New Guinea

PanAust, through its wholly owned subsidiary Frieda River Limited, owns 100 per cent of the Frieda River Project in Papua New Guinea. The Independent State of Papua New Guinea has a right, before the grant of a Special Mining Lease, to purchase up to a 30 per cent equity interest in the Frieda River Project at a price prorated to the accumulated historical expenditure on the project.

Auditors

KPMG

Heritage Lanes, Level 11, 80 Ann Street, Brisbane, Qld 4000 Australia

Bankers

ANZ Banking Group Limited

324 Queen Street, Brisbane, Qld 4000 Australia

Board of Directors

As of 8/12/2025

Mr Tao Wu

Chairman (appointed 1 July 2024)

Mr Zhibin Huang

Non-Executive Director (appointed 24 June 2024)

Ms Yuan He

Non-Executive Director and Acting Managing Director (appointed 31 May 2024) and Chief Executive Officer (appointed 19 September 2025)

Ms Mengjie Qiu

Non-Executive Director (appointed 7 June 2024)

Mr Qiushi Liu

Non-Executive Director (appointed 12 June 2024)

See PanAust's website for the profiles of PanAust's Directors, panaust.com.au/our-people/#boardofdirectors.

Company Secretary

Mr Chengjie Li

Mr Christopher O'Neill



What matters most



Today's society is complex, and our village has many ethnic groups, making stakeholder engagement extremely important. Help, support and promote the beautiful culture and traditions of all ethnic groups in this host community.

Mr Naiban Khamtou Kouangkay, Nam Mo host community, Laos

The materiality process

Our materiality process identified the issues most important to PanAust and our key stakeholders in terms of our impacts and the value we create. We engaged Materiality Counts to undertake an independent materiality process again this year using a tried-and-tested best practice approach consisting of the following four key steps:

01

Issues list

Using a comprehensive range of inputs across risk, strategy, governance, surveys, media coverage, peer reports, industry studies, the Sustainable Development Goals and more, a 'long list' of issues was developed.

This list consisted of our economic, social, environmental, health and safety and people issues. It drew on the six capitals of integrated thinking and reporting, namely financial, manufactured, social and relationship, natural, human and intellectual capitals.

Building on stakeholder feedback received in the 2024 materiality process, this 'long list' of issues was updated in 2025. Artisanal and small-scale mining (ASM) was integrated into exploration and growth, to which it is most relevant, social licence and legacy issues were included in land use, rehabilitation and closure planning, and the description of innovation was enhanced to reflect stakeholder comments.

03

Stakeholder interviews

Stakeholders were interviewed on their top three priorities for PanAust.

In-depth insights from these interviews provided rich context to inform our strategy and this Report. Some of the stakeholders interviewed gave their approval to be quoted, facilitating a more open, balanced and transparent Report.

02

Materiality survey

In 2025 a representative sample of 20 stakeholders were engaged in the materiality process, consisting of 11 external and 9 internal stakeholders.

They completed the materiality survey, in which they rated the importance of 20 issues to PanAust's impacts and value creation, alongside PanAust's performance in managing each issue. This year, a third question was asked with respect to each issue to satisfy the requirements of double materiality, namely the financial impact of each issue on PanAust. Stakeholders also selected their top three priorities for PanAust to focus on. The stakeholder sample included government representation this year, addressing a gap identified in 2024. Stakeholders engaged in the materiality process were as follows:

- **External:** Landowners and local community (3), customers (3), partners and suppliers (1), capital markets (2), non-governmental organisations (NGOs), interest groups and industry (1) and government (1).
- **Internal:** Parent company and Board (2), senior management (3) and employees and contractors (4).

04

Leadership review

The materiality results were presented to the Leadership Team as part of a materiality workshop in June 2025.

There was dynamic discussion of the relative materiality of the issues and stakeholder feedback received via the interviews.

The material issues

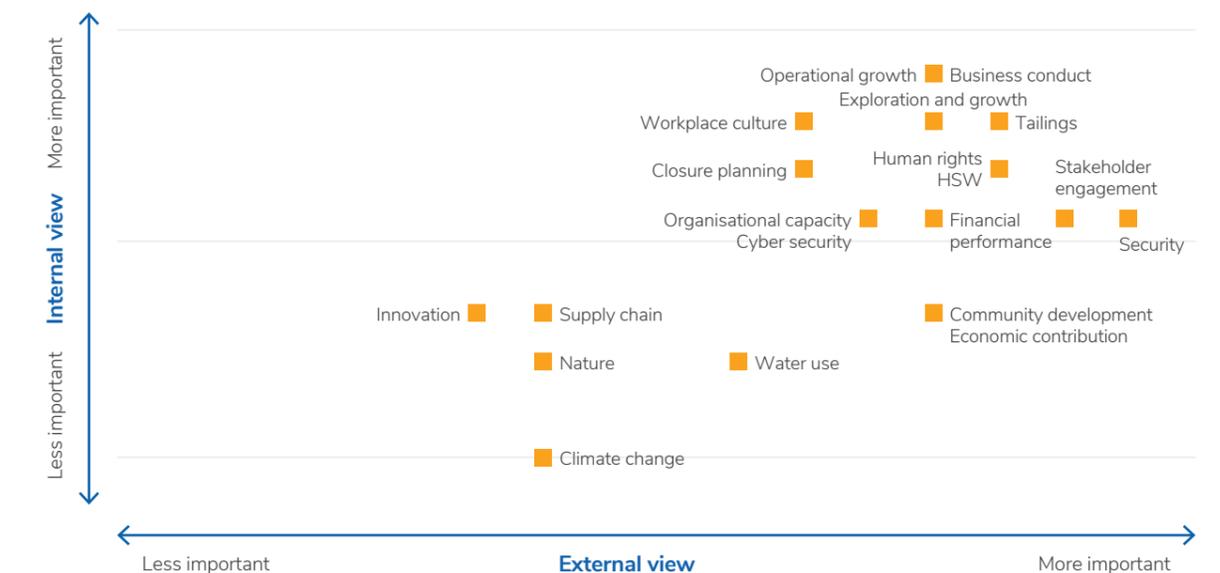
These are the top 11 material issues for PanAust in 2025 and form the basis for this Report and our strategy.

Cross-reference of material issues and report coverage

The table below shows where each of the material issues identified through the 2025 materiality process is discussed within this Report. It demonstrates how PanAust integrates stakeholder priorities across its business, sustainability, and governance frameworks. The description of each issue can be found in the relevant chapters of this Report.

2025	2024	More information
1 Business conduct	↑ 6	Governance and risk (pages 106–119)
2 Operational performance	↑ 3	Economic performance and operational performance (pages 30–34)
3 Tailings and waste rock	↑ 8	Environmental performance (pages 63–65)
4 Health, safety and wellbeing	↓ 1	Health, safety and wellbeing performance (pages 81–93)
5 Financial performance	↓ 2	Economic performance (pages 25–29)
6 Exploration and growth	↑ 11	Exploration, growth and small-scale mining (pages 35–37)
7 Human rights	↓ 4	Social performance: Human rights and Indigenous Peoples (pages 57–59)
8 Security	↑ 9	Security (pages 94–95)
9 Stakeholder engagement	↓ 5	Social performance: Stakeholder engagement (pages 39–43)
10 Workplace culture	↓ 9	Our people (pages 101–103)
11 Community development	↓ 7	Social performance: Community development and support (pages 48–56)

2025 Materiality matrix



2024 highlights and 2025 challenges

2024 highlights

Economic performance

- US\$104.5 million Group profit after income tax for the year ended 31 December 2024.
- US\$226.5 million closing cash balance, as of 31 December 2024, PanAust continues to generate positive operating cash flows.
- Renewal of Mining Licenses for Ban Houayxai and Phu Kham open pit operations for 10 years until 2034.
- PanAust has successfully exited all associated activities in Myanmar.
- Finalisation of the 4th Amendment of the Mineral Exploration and Production Agreement with the Government of Laos—this amendment secures PanAust's long-term operational stability in Laos and enhances its exploration and production rights.

Phu Bia Mining awarded the Lao National Chamber of Commerce and Industry (LNNCI) Business Leader Award 2024, acknowledging the company's outstanding contribution to Lao's economic development and commitment to sustainable practices.

Social performance

- Investment of over US\$5.9 million in the CDF over the past two decades, completing 460 projects across six priority development sectors:
 1. Agriculture and sustainable livelihoods development
 2. Healthcare, clean water and sanitation
 3. Educational development
 4. Community infrastructure
 5. Access to finance and small business development
 6. Capacity building for local government agencies
- Approval of an Increase in annual SLP/CDF budget from US\$380,000 to US\$750,000 in 2024 as part of the MEPA 4 amendment with the Government of Laos.
- Contributed 2.5 per cent of Laos GDP¹.
- Investment of US\$143,623 in the SLP and CDF in Laos, plus US\$271,399 in health, education and sustainable livelihood capacity-building efforts in Papua New Guinea.

Governance

- Continued commitment to transparent reporting as an unlisted public company with this eighteenth Business Review and Sustainability Report.
- Review and update of the Company's corporate governance practices, including an updated Board charter and constitution, to align with the ultimate holding company's requirements.
- Re-establishment of management committees for investments, risk, governance and remuneration, for effective decision-making.
- Review and update of the regional anti-bribery and corruption standards and amalgamation into a single Group wide standard.
- Review, update and implementation of group-wide compliance training.
- Project completion for a cloud-based Enterprise Risk Management system to enable real time visibility of risks and their controls across the company, management and investigation of incidents and management of compliance obligations.
- Receipt of the Final statement on the Frieda River Project from the AusNCP, stating that:
 - PanAust has 'not acted inconsistently with the Organisation for Economic Cooperation and Development (OECD) guideline'.
 - Extensive rounds of consultation and engagement are underway with communities in Papua New Guinea.
 - The Environmental Impact Statement for the Frieda River Project is extensive.
 - Further recommended actions should be taken to ensure compliance with the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.

Environmental performance

- Progressive rehabilitation of new and existing landforms across Operations in Laos reflecting stakeholder expectations on revegetation, erosion control and surface water management activities.
- 'A' class certification for Phu Bia Mining as a 'mining company with excellent environmental management and monitoring practices' received again in 2024 from the Ministry of Natural Resources and Environment in the Government of Laos.
- Well-established environmental monitoring programs for air quality, noise, vibration, water quality and mine site discharges to ensure compliance with required standards.
- Mine waste and tailings management aligned with international best practice.
- Accredited and compliant to the International Cyanide Management Institute (ICMI) Cyanide Code at Ban Houayxai Operation.
- Progressive rehabilitation programs to meet key area objectives in line with mine closure planning.
- Completion of all Environmental Permits work packages for the Frieda River Project, including:
 - Independent Peer Review technical reports for the Frieda River Hydroelectric Project design.
 - Environmental Council briefing on the Frieda River Project, benefits, and summary of the Environmental Impact Statement (EIS).
 - Due diligence on PanAust by CEPA, Mineral Resources Authority of Papua New Guinea (MRA) and Environmental Council (Laos and Shareholder in China).
 - Conducted a site visit to a hydro dam in China to explain/show the type of dam proposed at Frieda River.
 - Working with the CEPA Climate Change department to ensure Frieda River Limited is compliant in the future to new Climate change laws coming into Papua New Guinea.
- Preliminary modelling and design developed of the Nam San River alignment as part of the Phu Kham final landform.
- Preliminary Phu Kham pit water quality assessment for closure.
- Updated the Phu Kham groundwater modelling to align with the current disturbance footprint, which can now be used to undertake further detailed water and stability modelling.

Health and safety performance

- 12-month TRIFR of 0.07 and LTIFR of 0.00, significantly better than industry averages¹.
- Implementation of the annual safety awards program in Laos to encourage safety innovations across the Phu Bia Mining operations.
- Certificate IV in Occupational Health and Safety accreditation program commenced for Senior Safety Officers across Phu Bia Mining.
- Introduction of positive performance Indicator requirement for managers to attend health and safety committee meetings.
- Introduction of CAMMS online Incident Risk and Compliance management platform across the business.
- Establishment of the multi-language Phu Bia Mining Health and Safety Management System Manual and online SharePoint site.
- Establishment of new training and fire and emergency services facilities at Ban Houayxai operations, including underground mines rescue teams and equipment.

Our people

- Maintained 22 per cent female participation.
- Maintained 93 per cent localisation of employees in Laos.
- Graduates of the company's internal Frontline Supervisors Program for Lao staff reached 1,226 employees at the end of 2024. Graduates of the company's Trade Apprentice Program for Lao students reached 125. A further 32 Lao trade apprentices commenced their three-year apprentice program in 2024.

¹ The Company estimates Laos' real GDP to be approximately US\$15.1 billion. Total Phu Bia Mining activity including indirect benefits through employment, training, community development and payments to local suppliers accounted for 2.5 per cent of this estimated GDP.

¹ International Council Metals and Mining (ICMM) Safety Performance Report; Benchmarking progress of ICMM company members in 2024.

2025 future challenges

Economic performance

- Maximise returns from existing assets and maintain net profit after tax and positive cash flow to support mine life extensions, shareholder dividends and Company growth projects.
- Sustain the business in the short term through the extension of the life of mine at Phu Kham and Ban Houayxai.
- Maintain strong cash flow and minimise capital expenditure requirements with the expected lower production profile of the Lao Operations.
- Identify near mine replacement production for the Operations in Laos.
- Leverage the Company's assets, systems and human resources to generate new sources of cash flow.
- Identify and pursue acquisition opportunities and facilitate the development of existing projects to secure the Company's future.

Social performance

- Progress social closure strategies for the operations in Laos in conjunction with key stakeholders to develop sustainable livelihoods in local communities, reduce mine dependency and ensure successful post-closure outcomes.
- Re-establish and approve a new CDF Memorandum of Understanding (MoU) and plans for Phu Kham and Ban Houayxai in conjunction with the Xaysomboun Province and host communities based on the increased budget approved as part of the MEPA 4 Amendments agreed with the Government of Laos.
- Continue robust stakeholder engagement and capacity-building programs in Papua New Guinea.
- Manage cultural sensitivities on the Frieda River Project as the study team works on identifying land and tribal boundaries between groups who have contesting claims.
- Integrating recommendations from the AusNCP examiner into Frieda River's stakeholder engagement plans.
- Communicating technical concepts on the Frieda River Hydroelectric Project's dam risks assessment to clear and plain languages for downstream communities.
- Monitoring and update grievances mechanism process, negotiate land access and compensation agreements for the proposed resources drilling activities for Frieda River Project.

Governance

- Review PanAust's governance framework and key policies to ensure effective governance of all key risks in each project's jurisdiction, and to meet PanAust's ultimate holding company's requirements.
- Review of governance arrangements for Chile and oversee integration with PanAust Group.
- Update training on key governance policies, including anti-bribery and corruption, donations and modern slavery.
- Ensure robust governance policies and processes are followed in Laos, Papua New Guinea and Chile.
- Implement and operate the new, cloud-based Enterprise Risk Management system.
- Draft and implement a new information management standard to manage the retention of corporate information.
- Obtain and negotiate licences, permits and concession agreements with host governments.
- Implement appropriate Board supervision of management after a change of Board members and new shareholder governance requirements.
- Ensure full compliance with PanAust's sustainability policy and international standards, which continue to evolve, and the robust project approval and stakeholder engagement legislative processes in Papua New Guinea, for the Frieda River Project.
- Review PanAust's tenement management practices and adopting a new tenement management standard that governs how tenements are maintained and managed in each of Laos, Papua New Guinea, Chile and Australia.

Environmental performance

- Support environmental and social impact assessment work for the life of mine extension projects.
- Continue to manage sediment and erosion control risks that are prevalent in the mountainous and high rainfall setting of the Phu Kham, Ban Houayxai Operations and the Frieda River Project.
- Implementation of required changes to address the gaps identified in PanAust's underlying data and documentation relating to increased reporting requirements for Mandatory Climate related financial disclosure reporting under the Australian Sustainability Reporting Standards.
- Continue to understand and manage the risk profile of Operations in Laos, in areas such as mine waste management (tailings and acid rock drainage) and water management for new projects and existing operations.
- Continue monitoring environmental concerns/potential impacts from the external third-party companies operating around the Phu Bia Mining operations, within the Contract Area, which increases the risk to the downstream environment and community due to poor environmental management from these companies.
- Improvement of the progressive rehabilitation programs to align with the Preliminary Mine Closure planning.
- Engagement with Government of Laos on the third-party review of the Phu Kham operations Tailings Storage Facility discharge and Environment and Social Monitoring Management Plans.

Health and safety performance

- Maintain health and safety performance levels across the business including life of mine extension projects and the integration of the new operation in Chile into the PanAust Health and Safety culture.
- Grow and enhance the Company's safety culture to achieve Zero Harm safety objectives.
- Continue to work with an increasing number of contractors for underground and mine extension projects to enhance their safety culture and ensure that they meet PanAust's safety performance expectations.

Our people

- Leverage highly developed human resources systems and continue the development of the Laos national workforce to increasingly operate, maintain and manage the Operations in Laos to international standards.
- Continue to attract and retain high-calibre talent as mine closure approaches in Laos.
- Ensure organisational structure, people strategy and employee capability continue to support the company's short, mid and long-term objectives.

Sustainability performance

■ Positive Performance ■ Positive Progress

2024 targets	Results	Commentary 2024	2025 target
Economic performance			
Achieve budget for net profit after tax (NPAT) and costs.	■	Primary metal production was above budget for Phu Kham and below budget for Ban Houayxai operations. Costs were below budget for both Phu Kham and Ban Houayxai.	Achieve budget for NPAT and costs.
Obtain environmental permits through active engagement of CEPA and the Environmental Council. Position Frieda River Limited in the Government of Papua New Guinea's bilateral engagements. Continue to implement proactive stakeholder engagement programs in accordance with PanAust's Stakeholder Engagement Plan and Sustainability Policy.	■	Frieda River Limited acknowledges the rigorous nature of Papua New Guinea's environmental permitting process and has actively supported the assessment of its permit applications, including facilitating due diligence visits by Papua New Guinea government representatives to the Yele Dam in China and PanAust's operational site in Laos. Concurrently, the company continues to implement community engagement initiatives focused on health and education in the Frieda River Project's local areas. In July, an extensive month-long engagement program was carried out along the Sepik River to inform communities about dam risk analysis relating to the Frieda River Hydroelectric Project (FRHEP), which is a core component of the development. High-level meetings have also been held with government ministers and senior officials to position the Frieda River Project as a project of national significance in the context of increasing geopolitical attention in the region.	Obtain six environment permits from the Papua New Guinea Conservation and Environment Protection Authority covering the six elements of the Frieda River. These permits are critical to advancing the Frieda River Project, as they significantly reduce associated commercial risks. The focus will now shift toward progressing the Special Mining Lease application process.
Exit from Myanmar, relinquishing the current tenements and winding up the Myanmar business.	■	The last tenement held by PanAust was relinquished in December 2024 and all PanAust entities in country wound up January 2025.	N/A
Develop and drill targets in the exploration areas north of the Ban Houayxai Extension Open Pit Project. Start drilling the Ban Houayxai underground resource. Develop additional resources in and around Phu Kham and Long Chien Track to support copper and gold production.	■	Ongoing issues with third-party encroachment onto the contract area limited exploration footprint. Successfully negotiated the Ban Houayxai underground drill contract and initiated drilling. Discovered and aggressively developed a new orebody—Long Chien Track Southwest that is within the mining licence area and located less than 1 km from the Long Chien Track Main deposit.	Meet milestones for the Ban Houayxai Extension project and Ban Houayxai Underground project. Meet milestones for the Mineral Resource Development program and schedule. Complete Feasibility Studies for Phu Kham and Ban Houayxai Undergrounds.

2024 targets	Results	Commentary 2024	2025 target
Economic performance			
Establish Saisana Joint venture agreement, identify and evaluate copper targets.	■	A number of opportunities progressed with both copper and gold targets reviewed. Awaiting establishment of joint venture agreements to be finalised to progress projects.	Pursue new mining opportunities outside of the Phu Bia Mining MEPA contract area in Laos. Create ongoing benefits for PanAust's shareholder by developing new mineral projects under the Saisana banner.
Governance			
Identify procurement procedure improvements for modern slavery and sanctions risks in supply chains.	■	Improvements for the PanAust Procurement process to incorporate modern slavery and sanctions related due diligence practices developed and issued to the Supply and Procurement team to include in updates to the process.	Carry out a review of the entire PanAust Governance process.
Prepare and publish an externally assured 2023 Sustainability Report to the GRI Standards.	■	2023 Sustainability Report published.	Prepare and publish an externally assured 2024 Sustainability Report to the GRI standards.
Social performance			
Two outstanding projects will be completed. Distribute and use the key data from report for CDF planning. Disclose the outcomes and findings from project evaluation and review to the Xaysomboun Province for further development of the Program.	■	One of the outstanding projects was re-commenced and completed in April 2024. While the final outstanding project re-commenced in September 2024 to be completed in February 2025. Phu Bia Mining continued to engage with Xaysomboun Province to review and develop the new CDF plans based on findings from the third reviews and recommendations.	Achieve approval of the new CDF plans by the Xaysomboun Province.
Agree the new CDF MoU with the Xaysomboun Province.	■	The increase of the CDF budget from US\$380,000 to US\$750,000 was agreed and approved with the Government of Laos in April 2024.	Achieve finalise and approve the new CDF MoU of US\$750,000 with Xaysomboun Province.
Continue positive engagement practices and elevate media and public relations activities.	■	Strong government and community relationships maintained in Laos, Thailand, Vietnam and Papua New Guinea.	Continue positive engagement practices and elevate media and public relations activities.

PanAust's vision, mission and values

■ Positive Performance ■ Positive Progress

2024 targets	Results	Commentary 2024	2025 target
Environmental Performance			
<p>No level 3 environmental incidents.</p> <p>Publish the updated PanAust Sustainability Policy including a commitment on climate change.</p> <p>Update the Preliminary Mine Closure Plan for Phu Kham and submit it to Government of Laos by July 2024.</p> <p>Progress mine closure studies in 2024 to include updates to the closure groundwater and water balance studies for Tailings Storage Facility (TSF) and mine pit, long term landform erosion study, finalisation of the demolition study, stage 1 contaminated land study, ongoing geochemical investigations and active closure mine plan study.</p>	■	<p>No level 3 environmental incidents were recorded during 2024.</p> <p>A further review and update to the Sustainability Policy was carried out in 2024 to include the introduction of mandatory climate related financial risk disclosure requirements in Australia.</p> <p>Completion of the final Mine Closure Plan for Phu Kham was delayed after extension to the Phu Kham life of mine and consultation with the Government of Laos.</p> <p>Due to the extension of the Phu Kham mine life, the plan will no longer be a Final Mine Closure Plan but an updated Preliminary Mine Closure Plan.</p>	<p>No level 3 environmental incidents.</p> <p>Update the preliminary mine closure plan for Ban Houayxai for submission to the Government of Laos in 2025.</p>
Health and safety			
<p>Zero fatalities on controlled worksites. TRIFR of ≤ 0.93.</p> <p>Carry out a process review and training for the PanAust Crisis Management Team plan.</p> <p>Continue to embed the Critical Control Verification (CCV) Program across the Company.</p>	■	<p>PanAust achieved zero fatalities across its worksites. Achieved a TRIFR of 0.07 at the end of 2024 from 1 recordable injury.</p> <p>Crisis management training was carried out at the corporate level, as well as at the asset level and updates and changes made to the processes.</p> <p>Area specific CCV mapping undertaken across Phu Bia Mining to identify CCVs that apply for operational and maintenance activities.</p>	<p>Zero fatalities on controlled worksites. TRIFR of ≤ 0.79.</p> <p>Finalise revised CCV program in 2025 and rollout in 2026.</p>
Our people			
<p>Maintain Lao localisation at > 92 per cent.</p> <p>Commence 2024 three-year accelerated apprenticeship program.</p>	■	<p>Lao localisation maintained at 92 per cent.</p> <p>In 2024, the 32 apprentices recruited into the accelerated apprenticeship program in December 2023 continued their training. No further recruitment is planned until the end of the current cohort's program in 2026.</p>	<p>Maintain Lao localisation at 92 per cent or higher.</p>

The Vision, Mission and Values are critical for future direction and motivation, purpose and focus and to set the cultural foundation. During 2024, the PanAust senior leadership team held two strategic planning sessions, one at the beginning of the year and the second during November.

These planning sessions brought together leaders from across the business to review our current performance in 2024 and develop our strategy and objectives for 2025, focusing on our six objective categories: Laos, Papua New Guinea, Chile, Business efficiency, People, and Corporate.

Vision

A diversified, multi-cultural, innovative and responsible business delivering sustainable value.

Mission

As a values-driven organisation, we create long-term financial success by discovering, developing and sustainably operating our business in an environmentally, socially and culturally responsible way.

Values



Care

- People are the heart of our business, and their safety is paramount.
- Respect the environment by minimising our impact.
- Enhance the livelihoods of local communities by being a trusted, included member.
- Embrace the diversified workplaces and communities in which we live and work.



Integrity

- Do the right thing, even when it is difficult.
- Build lasting relationships based on credibility and trust.
- Do what we say we are going to do.
- Practice high ethical standards and take responsibility for our actions.



Leadership

- Lead ourselves and others with courage and accountability.
- Inspire and empower those around us to achieve their goals.
- Maintain open and transparent communication with our people, communities and stakeholders.
- Make values-based decisions.



Performance

- Set high standards for ourselves and our work.
- Understand our priorities while improving efficiency in everything we do.
- Focus on continuous improvement, agility and responsiveness.
- Drive progress through innovation and simplification.

GDRH FAITH Philosophy

During 2024 PanAust embraced its shareholder GDRH's philosophy of FAITH to drive the way the company works.

The FAITH Philosophy is structured as a circular diagram divided into five segments each representing a different corporate value of GDRH:

- **Focus:**
Focus on the main business without distraction.
- **Actions:**
Actions speak louder than words.
- **Innovation:**
Innovation is the first driving force.
- **Technology:**
Technology self-reliance and self-strengthening at higher levels.
- **Human-Oriented:**
Human oriented philosophy of development.

The FAITH Philosophy is underpinned by GDRH's working methodology of:

- **Fast:**
Emphasizing speed in actions.
- **Alliance:**
Building strategic partnerships and alliances.
- **Inner-control:**
Maintaining strong internal controls.
- **Tactics:**
Developing and implementing tactical approaches.
- **High-quality:**
Upholding high-quality standards in all aspects.

PanAust through combining its values of Care, Leadership, Integrity and Performance with the GDRH FAITH philosophy has created a culture around execution and accountability allowing the company to deliver on several strategic objectives including improvements in production, cashflow and safety.



Working methodology



Care



Leadership



Integrity



Performance

Strategy

The three strategic objectives of the Company are sustain, grow and acquire:

- Sustain the business in the short term through the extension of mine life at the existing Phu Kham and Ban Houayxai operations;
- Grow the business organically by progressing exploration through discovery, mineral resource development, studies, permitting, and financial investment decisions in Laos, supporting the existing Phu Kham and Ban Houayxai processing hubs with new open-pit or underground satellite operations and/or new stand-alone processing plants within the MEPA Contract Area;
- Optimise Phu Kham and Ban Houayxai cost performance and streamline support functions with focus on cashflow on a cost and value basis;
- Continue to progress the Frieda River Project (FRP) in Papua New Guinea;
- Pursue a feasibility study for the Inca de Oro project in Chile, including through the acquisition of synergistic projects;
- Growth through the acquisition and integration of quality operating assets on a case-by-case basis for optimal value alignment; and
- Develop a plan to list all or individual parts of PanAust's business on an internationally recognised stock exchange(s) to gain access to capital markets to fund future development and growth.

The Company continues to progress technical reviews of mine plans for additional life of mine extensions to the existing operations during 2024; undertaken on an annual basis. As a result of the technical reviews, both Phu Kham and Ban Houayxai have had their mine lives extended to 2027 and 2029, respectively, subject to ongoing technical and economic assessment, further opportunities to extend the life of the operations being progressed across both Underground and Open Pit opportunities, including through satellite feeds.

At Frieda River, the Company is continuing to work with the Government of Papua New Guinea and regulators to progress the Frieda River Project. The environmental permitting process for PanAust's project has advanced through key phases, including fieldwork, review programs, and due diligence. The Environmental Council is currently evaluating the application and will submit its recommendation to the CEPA Managing Director (MD). A formal response from CEPA's MD is anticipated in early 2025. In 2024, the Company made a final presentation to the Environment Council, and the Environment Council made a submission to the relevant Minister.

The company continues to de-risk the Frieda River Project and create value through:

- Progressing State engagement to secure Environmental Permits.
- Commencing processes to secure partner(s) for the development of key FRP infrastructure projects.
- Undertaking an infill drilling program aimed at converting more Inferred Resource to Measured and Indicated.
- Progressing State engagement and landowner engagement to secure Special Mining Lease.

In Chile, the Company signed a management and option agreement in January 2025 giving it the right and obligation to manage the Delirio copper operations and an option to purchase Santiago Metals Limited (including its operating mine, Delirio). This project is a key strategic enabler for the development of the Inca de Oro project and in bringing production forward. The Company continues working towards optimising the project and create value through:

- Optimising Delirio for positive cash flows;
- Establishing and expanding an oxide production facility; and
- Advancing the sulphide feasibility study and development plan.

Further to this, the Company continues to take a flexible approach to acquisitions by remaining open to all mineral types and accessing inorganic growth opportunities where they are aligned to, and can enhance, the core strategy.

Financial and manufactured capitals

02

Economic performance



PanAust makes a substantial contribution to the Laos economy not only as a key exporter of minerals, but also paying high taxes, employing more than 2,000 people, procuring local goods and services for its mine sites and making a big contribution to the community.

Aekananh (Aek) Keosouvath, Head of Coverage at ANZ Lao Branch, ANZ

Material issues

Financial performance

Sustainable shareholder value and financial returns are realised.

Expected returns are delivered from mine life extensions. Investment is secured for new projects and a capital structure to facilitate growth and accommodate end of mine-life. Consistent operational cashflow is maintained.

Operational performance

Operational performance goals are achieved (converting mineral resources into ore then producing metal) by focusing on the strategy.

Operating discipline is maintained, including guarding against failure of plant, along with the pit wall and TSF and business interruptions. Responsible mining practices and production are employed, including materials and resource efficiency.

Exploration, growth and small-scale mining

Growth is achieved via mine life extensions, including underground and open pit mining, targeted exploration and full use of available resources (Laos).

Encroachment from small-to-medium scale mechanised mining is affecting access to land around mine sites and the ability to undertake planned exploration activities (Laos). Projects are progressed, including securing environmental permits (Papua New Guinea and Chile). New quality assets are acquired.



Consistency of production is key, coupled with good forward communication of any grade changes. PanAust's recent comms on the upcoming transition to a lower grade copper is a great example.

Long term partner

Key metrics

Metric	2020	2021	2022	2023	2024	Performance (per cent)
Net profit after tax (USD\$M)	42.0	44.7	90.0	89.5	104.5	16.8
Cash balance (USD\$M)	141.5	212	217	231	226.5	(1.9)

Our stakeholders told us...



Local people depend on small-scale alluvial mining but see incoming foreigners as a threat, as they encroach on the area.

Christine Kiteng, Wameimin 2 Village host community, Papua New Guinea

Financial performance

Introduction

It is a careful process of managing mine extensions, project approvals and new acquisitions.

PanAust focuses on achieving strong financial performance over the long term. Increasing gold and copper prices have provided short-term relief as the Company digs in for investment in mine extensions, approvals and acquisitions. Higher metal prices are favourable to lower cut off grades and large open pit and underground mines, maximising the economic benefits and mineral resource extraction. In 2024, PanAust achieved a consolidated NPAT of US\$104.5 million. This outcome was driven by favourable metal prices across gold, copper and silver coupled with high quality operations further improved with operational efficiencies in mining and processing.

As we continue to extend the life of mines in Laos and extend mining underground, costs and the need for investment in new infrastructure, plant and equipment will increase. The mining fleets in Laos acquired progressively from 2008 (Phu Kham) and 2012 (Ban Houayxai) have been successfully extended with a strong maintenance program. The fleets are reaching the end of their life and will require replacement. The Frieda River Project is edging closer to essential government approvals in the country's 50th anniversary year, but again investment will be needed over many years before the expected returns can be realised. The agreement to operate the Deliro project in Chile will provide access to cash flow from production, providing a balance to reduce reliance on cash flow in Laos and diversify revenue generation across different countries. Acquisitions are in the pipeline, but they will take time. With short-term cash flow down, and the demand for long-term investment up, PanAust's Chinese ownership continues to provide access to capital with a welcome long-term view.

Mining operations in Laos will face new challenges and opportunities as the Company extends mining underground. Going deeper to extend the life of mine is operationally challenging, whilst the copper grade is higher, mining and processing unit costs will be higher, as well as the introduction of new mining fleets and process plant modifications. Phu Bia Mining's new underground mining capabilities provide an opportunity to continue mining orebodies beneath the existing open pits or where open pits are uneconomic or inefficient to operate.

Group consolidated annual metal production performance against budget was mixed in 2024, with 36,290 tonnes (t) of copper in concentrate produced (down from 50,120 t in 2023). Gold and silver production totalled 122,567 oz and 888,916 oz respectively in concentrate and doré (an increase in gold production from 112,380 oz in 2023 and an increase in silver production from 589,071 oz in 2023).

Concentrate customers require consistent and reliable production resulting in a quality product, delivered on time via a reliable logistics chain. Good forward communication of grade changes is key, and customers have appreciated PanAust's open communication of the upcoming transition to lower-grade copper concentrate from Laos. The lower-grade concentrate improves copper and gold metallurgical recovery supported by high metal prices for copper and gold and low treatment and refining charges (TC/RCS). The Company's strong operational performance continues to distinguish it from smaller operators in Laos, helping maintain credibility and trust with stakeholders. Working with suppliers also contributes to operational excellence through standardising processes, developing people and improving on-time delivery.

Exploration and development in Laos has been affected by small-scale mining licences issued on the Company's MEPA by Xaisomboun Province. This continues to prevent planned exploration, diluting PanAust's rights and affecting growth and development. This situation is undermining investment in new development projects and is placing pressure on our relationship with the Laos Government. Below standard practices by small-scale miners on PanAust's Contract Area are also a cause for concern, presenting a risk to the Company's reputation.

In Papua New Guinea, securing relevant permits is the key to accelerating the Frieda River Project, and progress was made in 2024.

In this chapter, data and case studies are provided on the progress and challenges relating to financial and operational performance as well as exploration and growth.



The Laos people are really proud of the financial sustainability they have achieved by setting up their own businesses with our help. PanAust makes a substantial contribution to the economy in Laos, in particular through local community development and employing a Lao workforce.

Lone Phonephakdy, Livelihood Sustainability Manager, Phu Bia Mining Laos



As our only operational mines approach their end-of-life in Laos, ensuring further development to maintain cash flow is a top priority for us. We are negotiating with the Government of Laos to realise more of our development rights under our MEPA accessing the land we need to develop future mining.

Yuan He, Acting Managing Director and CEO, PanAust

Financial performance data

Operational costs year-on-year comparison

	2023	2024	Variance (per cent)
Phu Kham C1 ¹ cost (US\$/lb copper)	1.23	0.91	(26)
Phu Kham all-in sustaining cost ² (US\$/lb copper)	2.00	2.12	6
Copper price (including price adjustment and hedging) (US\$/lb)	3.91	4.14	5.9
Ban Houayxai C1 ¹ cost (US\$/oz gold)	1,496	1,019	(31.9)
Ban Houayxai all-in sustaining cost ² (US\$/oz gold)	2,121	1,690	(20.3)
Gold price (including price adjustment and hedging) (US\$/oz)	1,922	2,285	18.9

¹ Brook Hunt convention for reporting direct costs comprising mine site, production transportation and freight, treatment and refining charges and marketing costs; based on payable metal content after by-product credits.

² AISC reporting are the C1 cost plus royalties, allocated corporate charges, shared services costs, sustaining capital, lease principal and interest charges and deferred mining and inventory adjustments capitalised.

Our approach

We need to grow the business while there is still capacity to do so. Growth is important to give banks the confidence to lend to us, and our partners the confidence that we will deliver financially.

Financial performance is also important to customer relationships. Without revenue, nothing is possible. Reduced revenue not only impacts our business but also the governments of the countries in which we operate, for benefit sharing (royalties, taxes, etc) and local contractors and suppliers who depend on us for business. Communities rely on the direct jobs as well as ongoing education and training we provide in Laos.

Higher metal prices and lower costs continued to support financial performance in 2024, however this was partially offset by decreased copper production from the Phu Kham operation with reducing head grades.

PanAust's consolidated NPAT for 2024 increased to US\$104.5 million (2023: US\$89.5 million), with underlying earnings before interest, taxes, depreciation and amortisation (EBITDA) increasing to US\$232 million (2023: US\$221 million). Sales revenue from ordinary activities decreased to US\$601 million (2023: US\$643 million) driven by the 28 per cent decrease in copper metal production. Average prices realised for sales (including price adjustment and hedging) during 2024 were US\$4.14/lb for copper, US\$2,285/oz for gold and US\$28/oz for silver (2023: US\$3.91/lb, US\$1,922/oz and US\$24/oz respectively).

During 2023 PanAust entered into two foreign currency working capital loans for a total of US\$170 million with a term of three years each. Principal and Interest are repaid throughout the term of the loan and, at the end of 2024, principal repayments of US\$72 million had been made.

At the end of 2024, PanAust continued to generate positive cash flows from operating activities and finished the year with a closing cash balance of US\$226 million.

Cash flows and sales

Net cash inflow from operating activities was US\$204 million (2023: US\$174 million).

Capital expenditure

More than US\$31 million in capital expenditure occurred on major development projects in Laos in 2024 (2023: US\$30 million), most of which related to the South Wall Cutback project.

Balance sheet

At the end of 2024, PanAust had a cash position of US\$226 million (2023: US\$231 million), external debt of US\$81 million (2023: US\$153 million) and no mobile equipment lease facilities (2023: nil).

Reporting compliance

As an unlisted public company, PanAust continues to lodge an audited Annual Report (including financial statements) for the year of income with ASIC and fulfill its reporting and compliance obligations.



Case study

Extending Life of Mine with advanced technology

Interview with Tony Arena—General Manager Growth Projects, Phu Bia Mining, Laos

What is Life of Mine and why does PanAust want to extend it?

“Life of Mine or LoM refers to the length of time over which a mining operation is expected to extract and process ore economically. Life of Mine planning reviews scenarios that challenge the current operating philosophy, taking into account economic factors and corporate strategies, to provide direction on how to manage the mineral resource. LoMs change year by year as new resource drilling data, global metal prices or new technologies influence them.”

“The Life of Mines has increased over the years, which is supported by low operating costs and high metal recoveries. The Ban Houayxai Life of Mine has increased from 2019 to 2034, and Phu Kham, with the introduction of underground operations, will move from 2027 through to 2030 and beyond.”

Tell us about the new Mine Technical Services Team?

“The new Mine Technical Services Team based in Laos was created in 2023 to support our growth pipeline of brownfield projects in Laos from study through to final investment decision and mine-development. These brownfield sites are new open pit or underground mines feeding our existing plants at Phu Kham and Ban Houayxai.”

“The team is responsible for developing and maintaining Life of Mine plans for Phu Kham and Ban Houayxai, evaluating future projects and providing technical support to operational teams on site. We have transitioned from Brisbane to a Laos-based team to enhance in-country capability and responsiveness, which bridges the gap between strategic studies and operational execution. The team has more than 200 years collective experience of mining and processing operational techniques from all parts of the world. They support new technologies being introduced, including, but not limited to, mine planning software, processing improvements and mine fleet operations.”

How is technology being used to improve strategic mine-planning?

“The team is leading a major digital transformation in mine-planning. After rigorous evaluation of five software platforms in terms of cost, functionality, and compatibility with existing tools, Deswick was selected. Deswick is now being used to introduce custom-built scheduling tools and integrated data systems to reshape how we make strategic decisions. The software can handle open pit and underground mining scenarios, perfect for our hybrid development plans at Ban Houayxai and Phu Kham. At the recent Deswick conference, we were even credited with being at the forefront of the Deswick mine planning frontier.”

What challenges have you faced with this new technology, did people need training?

“With any new software, people always need training, and Deswick was no different. The reporting output from Deswick also needed formatting to align with our current reporting. Deswick provided external support and development as well as on the job training to help us over these hurdles.”

If you could sum up this new technology in a couple of words, what would they be?

“Enabling and fast. The Deswick technology provides answers quickly, allowing more scenarios to be run to find the optimal design from a practicality and financial point of view.”



Life of Mine planning reviews scenarios that challenge the current operating philosophy, taking into account economic factors and corporate strategies, to provide direction on how to manage the mineral resource.

Operational performance



We are mining deeper and deeper in Laos to extend the life of mine again and again. The copper grade is lower than before, and the processing plant, built 10–15 years ago, wasn't intended for this type of mineralisation and needs to be adapted for this lower grade ore. That said, our site managers have done a great job resolving the problems, we are proud of their achievements.

Liu Wei (Will), General Manager Project Studies, PanAust



Operational performance data

Phu Kham Copper-Gold Operation production statistics

	2023	2024	Variance (per cent)
Total material mined (Mt)	35.38	36.99	5
Ore milled (Mt)	11.06	10.89	(2)
Copper grade (per cent)	0.54	0.43	(20)
Gold grade (g/t)	0.23	0.26	11
Silver grade (g/t)	0.91	1.7	87
Concentrate produced (dmt)	217,851	161,250	(26)
Copper in concentrate (t)	50,120	36,290	(28)
Gold in concentrate (oz)	44,878	45,740	2
Silver in concentrate (oz)	154,596	225,469	46

Ban Houayxai Gold-Silver Operation production statistics

	2023	2024	Variance (per cent)
Total material mined (Mt)	18.56	26.17	41
Ore milled (Mt)	5.27	4.95	(6)
Gold grade (g/t)	0.490	0.61	24
Silver grade (g/t)	5.00	6.98	40
Gold in doré (oz)	67,502	76,827	14
Silver in doré (oz)	434,474	663,447	53

Our approach

The Company delivered another strong financial result, improving the sustainability of the business during 2024. This outcome was delivered by continuing to implement rigorous operational and financial strategies to maximise open pit production, crusher and processing plant availability, mill throughput and copper and gold recovery. This enabled the pursuit of further exploration and life of mine extension opportunities.

Major infrastructure works continued at Phu Kham in 2024 to enable pit expansion to the south (Stage 8), unlocking access to the copper ore below. These works included the successful replacement of the MMD Primary Sizer with the FLSmidth Eccentric Rolls Crusher (ERC) in the new primary crushing station. Commissioning of the ERC commenced in February 2024 and was operation by March 2024. After the commissioning of the ERC the previous gyratory crusher and conveyor line were removed to allow the Stage 8 pit wall to move back to the final pit limits. Major expansion works were also carried out on the Phu Kham TSF to support the longer life of mine and potential Phu Kham underground including the raising of the main embankment and western saddle dam and the construction of a new spillway and eastern saddle dam.

Significant infrastructure works continued at Ban Houayxai in 2024 targeting life of mine extension to 2034. This included the continued expansion works for the tailings dam, the completion of the underground exploration-decline underneath the existing open pit, commencement of a 22,000-metre underground drilling program and mobilisation of the bridge construction contractor and project management team for the commencement of bridge construction for access to the extension satellite mine across the reservoir from the existing open pit operations.

The negotiation of the fourth amendment of the MEPA was completed, and the amendment executed, in April 2024. The parties agreed in the amendment to continue their consultations and discussions in respect of several matters, including the resolution of the third-party encroachment issues in Phu Bia Mining's exclusive MEPA Contract Area. To date, the encroachment issues have not been resolved. Consequently, Phu Bia Mining continues to be prevented from developing future projects in the encroached areas. Phu Bia Mining, as well as its majority shareholder (Pan Mekong Exploration Pty Limited and its sole shareholder, PanAust Limited), continue to assert their rights in respect of the encroached areas, and discussions with the Government of the Lao PDR are continuing.

Phu Kham Copper-Gold Operation

Laos

PanAust owns 90 per cent

Overview

The Phu Kham Copper-Gold Operation is located approximately 140 km north of Laos' capital city, Vientiane, and is the Company's flagship Operation. It comprises an open pit mine feeding ore to a processing plant with recovery of copper, gold and silver into a saleable concentrate using conventional flotation technology. The concentrate contains approximately 23 per cent copper almost 9 grams per tonne (g/t) gold and 43 g/t silver. From the end of 2024 copper in concentrate will be reducing to 18 per cent to improve copper and gold recovery, with further changes planned in 2025 to maximise the resource benefits.

During 2024, one hundred per cent of Phu Kham's concentrate was trucked in covered containers to Sriracha Harbour in southern Thailand (approximately 1,000 km from Phu Kham) for export to smelters, primarily in Asia. This change to the shipping routes from a seventy, thirty split between Vietnam and Thailand was undertaken after cost modelling determined that with the declining volumes of copper concentrate from 2024 onwards, cost savings could be realised by transporting one hundred per cent of concentrate being shipped from Thailand via third-party logistics contractors and utilising the Phu Bia Mining Logistics fleet to transport all inbound general freight and dangerous goods.

Phu Kham benefited from higher metal prices in 2024, lower operating costs and efficiency improvements.

Mining and processing

Phu Kham met its budgeted production for the year, with 36,290 t of copper concentrate produced, however this was markedly lower than 2023 production. This decline in production compared to 2023 was due to a combination of two shipments being deferred to 2025, lower production from the open pit and lower recoveries for copper, gold and silver. This was partially offset by higher copper, gold and silver prices. Silver in concentrate also increased in 46 per cent in 2024 compared to budget. The 2024 C1¹ and all-in sustaining costs (AISC)², after precious metal credits, was US\$0.91/lb and US\$3.47/lb of copper respectively.

Mining operations performed well during 2024, even with the change to the mine plan to account for the delays to the decommissioning of the original primary crusher. Total ex-pit material mined was ahead of budget at 36.9 Mt, including 9.6 Mt of ore mined and 10.9 Mt of ore milled. Copper recovery averaged 77.6 per cent, lower than budgeted and achieved in 2023. The Phu Kham current ore reserve supports a mine life to quarter 3 of 2027.

Ban Houayxai Gold-Silver Operation

Laos

PanAust owns 90 per cent

Overview

The Ban Houayxai Gold-Silver Operation is located approximately 25 km west of Phu Kham. Commencing production in 2012, it comprises an open pit mine feeding ore to a conventional carbon in leach (CIL) and gravity recovery process plant.

Mining and processing

In 2024, Ban Houayxai recorded lower than budgeted production but higher than budgeted total material mined, and higher production and material mined than 2023. A total of 26.17 Mt of material was mined in 2024, including 4.3 Mt of ore, with 4.9 Mt processed. Ban Houayxai produced higher metal compared to 2023 with 76,827 oz and 663,447 oz of gold and silver in doré respectively. This increase was primarily driven by geological variations within the operating pits, resulting in higher head grades.

The average C1 cost after silver credits was US\$1,019/oz gold and an AISC of US\$1,690/oz gold was achieved. With the introduction of the Ban Houayxai Extension project in 2022, the mine life continues to 2029.



Case study

Understanding the orebody for Ban Houayxai underground

Interview with Timothy Popham—Geology Manager, Phu Bia Mining, Laos

Why is PanAust changing from open pit to underground mining at Ban Houayxai?

"Progression to underground mining is a natural evolution as the high-grade orebodies get deeper and open pit mining generates lower-grade ore, becoming uneconomic. By combining the two, we can ensure steady-state production to the mill, bringing forward high-grade ore from underground mining to supplement lower grade open pit operations."

Can you explain what you have been doing to understand the underground orebody?

"The geology team have completed around 22,000 metres of HQ diamond drilling from four underground drill platforms. Infilling the Ban Houayxai North Pit Gold/Silver resource to a 25x25 m drill spacing has allowed more accurate modelling of structural and geological controls on the ore. Best-in-class experts Jun Cowan, a modelling expert, and Brett Davis, a structural geology expert, were engaged to interrogate the data and provide guidance on structural and modelling controls."

Is the ore quality consistent underground?

"Ban Houayxai Gold/Silver deposits are notoriously complicated. The gold distribution is highly variable, complex and changeable, for both the open pit and underground mining. On the western side of the orebody, the ore is more consistent than on the east."

What challenges will orebody differences create as the underground mine is developed?

"Variations in orebody thickness and orientation may require different mining techniques to extract the ore with minimal dilution. A significant challenge will be managing internal dilution while maintaining the grade. There's a high possibility that a combination of large-mechanised mining and small hand-held mining techniques will be required. We are expecting to need multi-disciplinary teams and a range of equipment to tackle what lies ahead."

If you could sum up the underground orebody in a couple of words, what would they be?

"Complex and challenging, with further unravelling of the mysteries to come."



Progression to underground mining is a natural evolution as the high-grade orebodies get deeper and open pit mining generates lower-grade ore, becoming uneconomic. By combining the two, we can ensure steady-state production to the mill, bringing forward high-grade ore from underground mining to supplement lower grade open pit operations.

¹ Brook Hunt convention for reporting direct costs comprising mine site, production transportation and freight, treatment and refining charges and marketing costs; based on payable metal content after by-product credits.

² AISC reporting are the C1 cost plus royalties, allocated corporate charges, shared services costs, sustaining capital, lease principal and interest charges, and deferred mining and inventory adjustments capitalised.



Case study

The new VangVieng transshipment yard

Interview with Simon Pettig—Principal Logistics Advisor, Phu Bia Mining, Laos



What is a transshipment yard?

“We use the yard for transloading cargo from third-party trucks onto PanAust trucks before dispatch to Ban Houayxai and vice versa. It’s all about limiting uncontrolled third-party trucks on the north link road into Ban Houayxai.”

Can you explain why PanAust needed one?

“We found that many of the trucks transporting cargo for the Ban Houayxai Bridge Project didn’t meet our standards, often failing the mechanical inspection and brake testing. This transfer of cargo keeps these below-standard trucks off our access route into Ban Houayxai, which is important for safety.”

Why was the transshipment yard located in VangVieng?

“Ninety per cent of the Ban Houayxai Bridge Project cargo comes from China, passing through Vangvieng. This made it the ideal location for the transshipment yard. We did consider our Ban Thouay Logistics Facility, but that is located approximately 225 km south of VangVieng, which would not have been as efficient logistically.”

Who and what was involved in establishing it?

“Our Logistics Team established the VangVieng Transshipment Yard. They installed a 20-foot office container and two tents. They also provide a Scania Prime Mover with a 40-foot trailer and a forklift to deliver the cargo to Ban Houayxai every day.”

What challenges did you face getting it up-and-running and how did you tackle them?

“Contractor personnel don’t always know and understand our safety and load restraint standards. Early on, some contractors came without the proper personal protective equipment or PPE. Their cargo was also often poorly packed and loose on the truck tray. We have since provided contractor training and clear instructions for them to follow.”

If you could sum up the new transshipment yard in a couple of words, what would they be?

“Logistically located. The new transshipment yard is in the perfect location.”



This transfer of cargo keeps these below-standard trucks off our access route into Ban Houayxai, which is important for safety.

Exploration, growth and small-scale mining



Small-scale mining licences being issued on our MEPA is preventing our planned exploration and development, it’s our most material issue and is affecting our growth.

David Reid, Managing Director Phu Bia Mining and General Manager Operations, Phu Bia Mining, Laos

Our approach

Ongoing exploration enables growth to meet increasing demand for copper and other minerals critical to driving the energy transition. Increased exploration makes sense to capitalise on rising copper demand for the global energy transition to electric vehicles, renewable energy and energy efficient technologies.

However, small scale mining in Laos has encroached on areas planned for exploration and development, limiting our access to resources and potentially impacting the viability of our business (see page 37 for more on this issue). Exploration continues at Phu Bia Mining on the Mining Lease areas and certain locations on the MEPA Contract Area in close proximity. Business continuity relies on robust development of existing assets into operational mines. It is also dependent on new asset acquisitions. Here is an overview of current exploration underway in Papua New Guinea, Myanmar and Chile.

Frieda River Project

Papua New Guinea

PanAust owns 100 per cent

PanAust, through its wholly owned subsidiary, Frieda River Limited, holds a 100 per cent interest in the Frieda River Project. The Independent Peer Review of the Frieda River Project’s EIS and proposed integrated hydroelectric dam facility, which commenced in 2019, was completed by the Papua New Guinea Government-appointed independent consultants in 2021.

In 2024, we continued to advance our permitting activities with the Government of Papua New Guinea. These activities include regular meetings with CEPA and other peak bodies. Community consultation and engagement programs also took place throughout the year. In July 2024, the Company conducted a community engagement program along the Sepik River including explaining the dam break risk analysis and mitigation plans to downstream communities.

Sagaing Gegion Exploration

Myanmar

PanAust owns 90 per cent

In Myanmar, PanAust held a 90 per cent interest in WRCL. We had also established a joint venture with Myanmar Energy Resources Group International Company Limited, a Myanmar-based company holding the remaining 10 per cent of WRCL. This joint venture held seven exploration licences covering approximately 1,500 km² in the Sagaing Region.

In February 2021, the Company demobilised and ceased all activities in country. In 2023, PanAust’s Board approved the company’s exit from Myanmar. PanAust completed the transfer of its interest in WRCL to MERG in December 2024. The winding up and deregistration of PanAust’s other Myanmar subsidiary (PanAust Services (Myanmar) Co, Ltd), which had provided services to WRCL, was completed in January 2025.

Phu Bia Mining MEPA contract area exploration

Laos

PanAust owns 90 per cent

In 2024, ongoing targeting work, sampling, mapping and geophysics work to support the ongoing drilling at the Ban Houayxai Extension deposit continued. Concurrently, geotechnical drilling continued for the proposed open pits and the waste rock dump foundations. The project execution team continued mine development early works for the extension project during the year, including mobilising the bridge construction contractor and project management company to site.

Construction on the bridge linking Ban Houayxai to the extension over the Nam Ngum 2 reservoir commenced construction in April 2024.

Mineral Resource Development team also discovered and developed a new orebody (Long Chien Track Southwest) within the mining licence area less than 1 km from the existing Long Chien Track main deposit.

The Phu Kham Underground and Ban Houayxai Underground Scoping Studies were completed and Feasibility Studies commenced.

Inca de Oro Copper-Gold Project + Carmen Deposit

Chile

PanAust owns 66 per cent + 100 per cent

PanAust completed a feasibility study on the Inca de Oro Copper-Gold Project in 2014. In 2024 data compilation and desktop reviews were carried out for the Inca de Oro/Carmen projects. In addition to this a small geophysical survey was completed at the Artemisa prospect and the Omega Camp was renovated.

Saisana Lao Resources Sole Co Limited

Laos

PanAust owns 90 per cent

PanAust established a wholly owned Lao entity, Saisana, in 2021 to pursue new mining opportunities in Laos. To date, Saisana, in collaboration with local private enterprises and representatives of the Government of Laos, has identified several mining opportunities outside Phu Bia Mining's MEPA contract area. These opportunities cover a range of commodities and are at various stages of development. Evaluation activities are regularly carried out for opportunities identified and discussions with vendors continue.

Targeted acquisitions

Throughout 2024, PanAust continued to search for global opportunities to invest in base and precious metals projects.

The Company targeted advanced projects that are in production or could be brought online within a few years and are of suitable mine life and cost structure in the context of the broader asset portfolio.

In Chile, the Company signed a management and option agreement in January of 2025 giving it the right and obligation to manage the Delirio copper mine operations and an option to purchase Santiago Metals Limited (including its operating mine, Delirio). This project is a key strategic enabler for the development of the Inca de Oro project and in bringing production forward. The Company continues working towards optimising the project and create value through:

- Optimising Delirio for positive cash flows;
- Establishing and expanding an oxide production facility; and
- Advancing the sulphide bankable feasibility study and development plan.



Case study

The new MEPA surveillance team

Interview with Mark Stirling—Risk Manager, Phu Bia Mining, Laos

What is the MEPA?

"MEPA stands for the Mineral Exploration and Production Agreement between the Government of Laos and Phu Bia Mining, PanAust's operating arm in Laos. It defines the concession area and the conditions that apply to exploration and operational activities within it."

"Normandy Anglo Asian Pty Limited (NAAL) signed the Mineral Exploration and Production Agreement (referred to as the "MEPA Agreement") with the Lao Government on 26 January 1994. Phu Bia Mining Limited was subsequently established in June 1994, and all rights and obligations under the MEPA Agreement were assigned by NAAL to Phu Bia Mining. The MEPA Agreement was amended in 1996, 2002, 2007 and 2024. In 2002, Pan Mekong Exploration Pty Limited (a wholly owned subsidiary of PanAust Limited) acquired an 80 per cent shareholding in Phu Bia Mining. In 2005, Pan Mekong acquired the remaining 20 per cent shareholding in Phu Bia Mining. The Government of the Lao PDR acquired a 10 per cent interest in Phu Bia Mining in 2012."

Why was a MEPA surveillance team necessary?

"One of our MEPA conditions is to inform the company and prevent unauthorised artisanal and small-scale mining, or ASM, in the area. The MEPA Surveillance Team was established to monitor increased ASM activity and encroachment by third-party companies. This increase was driven by a devaluing Lao Kip, increasing gold prices and changes since 2019 in the Provincial framework for issuing exploration and mining permits."



Important and invaluable. The MEPA Surveillance Team are an important part of our MEPA management program and provide invaluable information to the business.

What is the role of the MEPA Surveillance Team, what do they do?

"The Team has 24 members, including a MEPA Superintendent reporting to the Risk Manager, and MEPA field teams plus 100 Lao People's Army, or LPA, personnel. Ongoing monitoring across the MEPA is their main role, which includes manning of numerous camps at strategic locations. They identify and report on any activities of concern and work with local police services who can make arrests when needed. LPA personnel receive Voluntary Principles on Security and Human Rights training as part of our MoU with them and we meet quarterly to talk about any issues and actions relevant to their support activities."

"In 2024, we introduced drones to view large areas of rough terrain without putting MEPA Surveillance Team members in a position of conflict. More recently, we introduced satellite imagery technology to alert us to changes in surface vegetation indicating potential unauthorised activities. The team maintains a daily running sheet for each area as an ongoing record of activities and responses. We established a MEPA Task Force to provide oversight and guidance, including members of Phu Bia Mining management and key department management representatives, such as Government and Community Relations, Environment, Operations, Exploration and Legal."

What challenges do you face and how do you tackle them?

"One of the greatest challenges is the physical landscape of Laos, a country of 70 per cent mountains, with rural roads that deteriorate quickly when over-used by trucks and during the wet season, which brings monsoon rains. During the wet season, it can be difficult to access some areas and using drones for surveillance can be affected by reduced visibility and cloud cover. To combat this, we also use satellite imagery which can work through cloud cover. ASM activities are often conducted at night, so we use drones with infra-red capability for night flight surveillance. We remain concerned for the safety of local people undertaking these activities and putting themselves at risk."

If you could sum up the MEPA Surveillance Team in a couple of words, what would they be?

"Important and invaluable. The MEPA Surveillance Team are an important part of our MEPA management program and provide invaluable information to the business."

Social and relationship capital

03

Social performance



For Frieda River, one of the biggest challenges is building and sustaining relationships with landowners and host communities. Government approval may be granted, but the long-term success of the project depends on the rules and power structures that exist outside the State—particularly the trust and influence of non-state actors.

Felix Kipalan, Manager—Environment, Social Performance and Governance, Newmont

Material issues

Stakeholder engagement

Engagement and relationships with local communities, Indigenous peoples, and governments to understand their priorities and vulnerabilities, manage impacts, and maintain effective grievance and compensation processes where required.

Community development and support

Building local capacity through training, education, and business opportunities, while supporting cultural heritage protection, public health, poverty reduction, access to clean water and food security, infrastructure development, and disaster relief.

Human rights and indigenous peoples

Respecting the human rights, cultures, customs, and values of affected communities, upholding Indigenous rights and Free, Prior and Informed Consent (FPIC), and preventing human rights violations including modern slavery, forced labour, and abuses in high-risk areas.



Strong government relations are the key to maintaining the company's licence to operate in Laos. PanAust's high standards keep the door open.

Manilath Arounlangsy, Senior Manager—External Affairs, PanAust Laos

Key metrics

Metric	2020	2021	2022	2023	2024	Performance (per cent)
Investment in local communities (community development, sponsorships, donations) US\$M	0.43	1.10	0.54	1.07	0.61	(43)
Total contribution as a per centage of EBITDA	0.33	0.50	0.29	0.48	0.26	(45.8)
Per centage of goods/services sourced locally (Laos/Papua New Guinea)	46	55	49	49	46	(6.1)

Our stakeholders told us...



In health care, we strive for patient centred care because, when you put the person at the centre of your risk assessments and operational planning, they are considered, respected and more likely to engage with decision making process. Understanding and respecting human rights for local and Indigenous Peoples, will put local people in the centre of PanAust's activities.

Joanne Oxbrow, Program Manager—Surgical Registered Nurse, Interplast



Stakeholder engagement

How we engage with each stakeholder group

Stakeholders	Engagement mechanisms	Engagement priorities
Employees Contractors	<ul style="list-style-type: none"> Team meetings Workplace representatives committee Health Safety Environment and Community (HSEC) Committee meetings Employee briefings and toolbox talks Posters, newsletter, website and intranet Competency development Fair Treatment process External remuneration benchmarking Employee engagement survey and action plan Employee Awards Program 	<ul style="list-style-type: none"> Health, safety and wellbeing Employment terms and conditions Continuity of employment Development and training Environmental management
Landowners Host communities	<p>Free, prior and informed consent (FPIC)</p> <ul style="list-style-type: none"> Stakeholder engagement plans Structured consultation, surveys, community advisory panels, community workshops, site tours and meetings Formal grievance management process Cultural events and festivals Local capacity building initiatives Partnerships with NGOs and governments <p>Frieda River in Papua New Guinea</p> <ul style="list-style-type: none"> Bespoke Engagement programs on landownership claims with respective tribal groups concerned Consultation on infrastructure corridor Hinterlands awareness programs Community health awareness programs Earthquake response High frequency radio for communications Post community leaders' forum programs Sepik River Awareness programs Helicopter transportation Fact sheets in Tok Pisin and English Curated LinkedIn posts <p>Phu Kham and Ban Houayxai</p> <ul style="list-style-type: none"> Phu Bia Mining Business Review and Sustainability Report in Lao Cyanide safety and landslide awareness Community health awareness programs 	<ul style="list-style-type: none"> Environment and social impacts Land access for project development and operations Community health, safety and wellbeing Local capacity-building Local employment Local business opportunities Enhancing public health Poverty reduction Access to clean water Food security Infrastructure development Donations Grievance management Compensation payments Closure planning (Laos)

Introduction

Early and open communication is the key.

Stakeholder engagement changes as mine sites go through the various stages of approval, development, operation and closure. In Laos, production at our mine sites is reducing with some extension achieved through underground mining and further exploration. Over the coming years, this will impact the availability of local jobs and the products and services required by the mines, ultimately affecting local livelihoods and the economy. We will continue to work closely with our stakeholders on effective closure planning to minimise these impacts.

In Papua New Guinea, our mining activities are getting close to securing the relevant approvals in the 50th anniversary of independence for the country. Open and transparent communication is the key to understanding what the community wants rather than PanAust telling them what they will get. Addressing community concerns about the safety of the tailings dam can only be achieved by explaining what is being put in place to ensure dam integrity. Just as important as communicating these explanations effectively, is ensuring they have been properly understood.

In Chile, we continue to undertake exploration activities and stakeholder relationships remain unchanged.

In this chapter, we take you through the processes in place for stakeholder engagement, with respect for human rights and indigenous peoples. We also outline the support provided for the communities in which we operate, across local employment, business opportunities, improved infrastructure and services. There is a delicate balance in Laos with respect to ASM, which can impact our ability to undertake planned exploration work, thus affecting our productivity and financial performance. We outline this issue and how we are trying to manage it.



Local people depend on small-scale alluvial mining but see incoming foreigners from Chinese companies, not PanAust, as a threat, as they encroach on the area.

Christina Kiteng, Wameimin 2 Village host community

Stakeholders	Engagement mechanisms	Engagement priorities
Governments: <ul style="list-style-type: none"> Local Provincial Central 	<ul style="list-style-type: none"> Meetings with ministries and departments Agreements with government Site visits for government officials Tailored responses to queries Joint community development initiatives Regulatory information provision Compliance assessments <p>Government of Laos:</p> <ul style="list-style-type: none"> Government representatives on site Monthly and annual reports Online portal for company information <p>Government of Papua New Guinea:</p> <ul style="list-style-type: none"> Joint Provincial Consultative Committee (JPCC) quarterly meetings JPCC information workshops JPCC requests Community Leaders' Forums (CLF) Shareholder meetings Frieda River Project updates 	<p>Compliance with legislation, regulations and policy across:</p> <ul style="list-style-type: none"> Permitting Impact assessments Exploration licensing <p>Economic contributions to:</p> <ul style="list-style-type: none"> Local employment Business opportunities Workforce localisation Project approvals Community development Closure planning (Laos)
Parent company (GDRH) Board of Directors	<ul style="list-style-type: none"> Board meetings Shareholder meetings Site visits Presentations Business Review and Sustainability Report Internal management reporting Company announcements, media reports, website and corporate video 	<ul style="list-style-type: none"> Shareholder returns Continuous improvement Operating discipline Risk management Environmental Social and Governance (ESG) performance Stakeholder relationships Executive remuneration
Joint venture (JV)	<ul style="list-style-type: none"> JV management committee meetings 	<ul style="list-style-type: none"> Financial performance
Equity partnerships	<ul style="list-style-type: none"> Board and shareholder meetings Technical meetings Reporting on relevant matters Tailored responses to ad hoc issues 	<ul style="list-style-type: none"> Project development Operating discipline Safety Risk management Compliance ESG performance Stakeholder relationships Benefits for host communities Permitting status disclosure
Senior management	<ul style="list-style-type: none"> Strategic direction from the Board Board papers Presentations by industry experts Interactions with employees and stakeholders Site visits 	<ul style="list-style-type: none"> Shareholder returns Personnel safety Continuous improvement Operating discipline ESG performance Stakeholder relationships Risk management

Stakeholders	Engagement mechanisms	Engagement priorities
Customers	<ul style="list-style-type: none"> Technical support Regular customer communications Updates, site visits and virtual meetings Tailored responses to queries 	<ul style="list-style-type: none"> Product stewardship Reliability of supply Product safety Product quality Cost ESG performance
Suppliers	<ul style="list-style-type: none"> Proposal requests, tendering and contracts Major supplier pre-qualification process Regular performance review meetings Specific performance metrics Monthly performance reports Price adjustment mechanism Commodity price forecasting value-add Inductions Quarterly contractor safety workshops Risk management process Community site-based contractor workshops Tailored meetings Product 	<ul style="list-style-type: none"> Terms and conditions Reliable payment Business opportunities Product and pricing Product stewardship Safety workplace inspections Job Safety Observations (JSOs) Hazard identification (HazID) Safety inspections Safety audits and reviews ESG performance Contractor performance Compliance with Contractor HSEC Management Standard
Industry associations	<ul style="list-style-type: none"> Memberships—ANZ Business Association and Lao National Chamber of Commerce and Industry (LNCCI) in Laos, Papua New Guinea Chamber of Mines and Petroleum, Australia Papua New Guinea Business Council, International Copper Association Australia, Minerals Council of Australia. 	<ul style="list-style-type: none"> Knowledge transfer
Peers	<ul style="list-style-type: none"> Joint industry initiatives, committees, conferences, market surveys Benchmarking visits to peer operations Hosting site visits Presentations and correspondence Tailored responses to specific queries 	<ul style="list-style-type: none"> Leading practice Industry benchmarking—technology, safety, sustainability Health and Safety performance ESG performance Stakeholder relationships
Media	<ul style="list-style-type: none"> Corporate announcements Media releases Tailored responses to media enquiries Interviews and briefings Hosted site visits Correction of material factual errors 	<ul style="list-style-type: none"> Public interest in projects Community contribution Economic performance Health and Safety performance ESG performance Risk management
Non-governmental organisations	<ul style="list-style-type: none"> NGO engagements at local and Group level Involvement in NGO conferences and forums Company information for NGO reports Participation in surveys 	<ul style="list-style-type: none"> ESG performance Risk management Public interest in projects Community contribution
Capital market participants	<ul style="list-style-type: none"> Tailored responses to specific queries Industry forums and meetings including ESG Market announcements Investor briefings Participation in surveys Tailored responses to queries 	<ul style="list-style-type: none"> Industry benchmarking Shareholder returns Continuous improvement Operating discipline Risk management ESG performance Stakeholder relationships Executive remuneration

Community relations

PanAust provides inclusive opportunities for men, women, youth and vulnerable groups to engage meaningfully and equitably in consultation, decision making and community development initiatives.

These initiatives include infrastructure, education and health programs designed to meet the specific needs of local communities. PanAust's Community Relations teams consist of in-country nationals for culturally sensitive and effective communication with community members. As a result, stakeholders, in particular those from vulnerable communities, can trust the process and have their voices heard. Trust is the key to the strong community relations vital to PanAust's long-term success, securing and maintaining a social license to operate, mitigating risks and preventing conflicts that could disrupt operations.

In Laos, there is regular communication with local village Naibans (village leaders) and local authorities to keep community members well-informed and actively involved in decision-making. This also allows a quick response to any concerns that arise. Periodic socio-economic surveys are used to better understand the living standards of host communities and identify their needs and priorities to inform the design of development programs. They also provide feedback on how well stakeholders believe their concerns are being addressed. The next socio-economic survey is planned to be undertaken in 2026 in Laos.

In Papua New Guinea, PanAust convenes a Community Leaders Forum (CLF) with representatives from the seven host villages and the Telefomin and Ambunti district administrations. This pre-development forum allows the Company to inform and consult with key stakeholders critical to Free, Prior and Informed Consent (FPIC) for the Frieda River Project. Since 2014, the CLF has helped community voices be heard as the Frieda River Project progresses toward final permitting, it is crucial for meaningful engagement with host communities to manage and retain the social license to operate. In 2024, the CLF focused on:

- **Consultation with elders:** Detailed land investigation study into tenements outside the Special Mining Lease. High level government engagement on environmental permit applications. New initiatives related to social investments.
- **Mining permit:** Status of the mining permit application and independent peer review.
- **Frieda River Hydroelectric Project** dam break risks analysis discussions.
- **Exploration lease:** Renewal of exploration lease tenements by supporting the mining warden programs. Tenement encroachment risks were being monitored and managed.
- **Community development:** Safe progression of the programs.



Case study

Different mining operators, different standards

Interview with Mark Stirling—Risk Manager, Phu Bia Mining, Laos

What are other mining operators doing to cause PanAust concern?

"In Laos, the number of mine sites being developed is increasing at an alarming rate with some encroaching on our MEPA, the area agreed with the Government of Laos for our activities. Apart from not being able to access these areas for planned exploration, we are concerned that safety and environmental standards are not being met. The number of haulage trucks on public roads has gone up significantly with a total disregard for the road rules and public safety. We have unfortunately experienced this first-hand when transporting our own people, product and supplies."

Are these operators affecting public safety?

"We keep our people and the public safe with high maintenance and safety standards for our vehicles, buses, trucks and mobile plant and equipment. We also spend a lot to maintain key roads, which benefits the local communities who use them. But overloading of iron ore trucks on public roads, poor maintenance of braking systems, speeding through towns and villages and general unsafe driving practices by other mining companies have led to some significant incidents. Some of the main transportation routes are unsealed, and those previously sealed are now damaged. The only upside is that traffic can only move along at low speed. During the wet season, these roads become unstable and unusable which not only impacts haulage but also public use and road safety."

What about environmental standards?

"Poor environmental management by other mining companies has caused uncontrolled run-off into tributaries, streams and rivers, contaminating local waterways, impacting aquatic life and cattle, and increasing erosion and the risk of landslides. Waterways are a significant source of food, water and income for our local communities. Whilst we work to international standards for mining operations, unfortunately others don't. Our high standards have been recognised by the Government of Laos with various environmental awards. Unfortunately, the same dedication to environmental and operational management practices are not always upheld by others. This includes inadequate surface water management to prevent hazardous substance releases or sediment run-off into local catchment areas during the wet season, elevating risks to the environment and local communities."



We are focused on our objectives of Zero Harm and being a sustainable, responsible mining company.

What challenges does this create for PanAust and how are you tackling them?

"Our road maintenance costs are increasing as other mining companies use roads previously mainly used by us, resulting in increased damage to road surfaces due to the volume and overloading of trucks. As safety is a value of our business, we continue to maintain the standard of these roads year-round. Over the last few years, we changed our transportation routes to avoid interaction with other mining companies' trucks to minimise the risk of an incident. But unfortunately, they have changed their routes again and, as such, slightly eroded the effectiveness of our risk mitigation."

"Tackling these challenges is multifaceted with regular updates with the Government of Laos, audits and ongoing monitoring. Most importantly, we comply with our own standards for development, mining, transportation, operations and tailings management to minimise risk to the environment, our people, community and reputation. In Laos, we are proud to be recognised as a leading example in the mining industry with our professional risk-based approach to everything we do."

If you could sum up this situation in a couple of words, what would they be?

"We are focused on our objectives of Zero Harm and being a sustainable, responsible mining company."

Grievance management

Effective grievance management is core to maintaining positive relationships with local communities, mitigating operational risks and upholding human rights.

A clear and accessible grievance management procedure means that community members have a voice, and concerns are addressed transparently and equitably. PanAust's grievance management procedure aligns with Principle 31 of the United Nations Guiding Principles on Business and Human Rights. It respects fundamental human rights and promotes fairness and accountability by being:

- **Legitimate:** Based on fair and transparent processes that build stakeholder trust.
- **Predictable:** Provides a consistent process with clear steps for addressing complaints.
- **Equitable and transparent:** Ensures grievances are treated in a fair and open manner.
- **Culturally appropriate:** Tailored to local customs and focused on engagement and dialogue with community members.
- **Accessible:** Available to all stakeholders, including vulnerable groups, ensuring they can raise concerns easily.
- **Rights-focused:** Prioritises protection of human rights in grievance-related actions.
- **Accountable:** Monitored regularly, with annual reporting and public disclosure to maintain transparency and trust.

The grievance management procedure also allows for escalation and arbitration in cases where a grievance cannot be resolved through initial discussions. Depending on the severity of the concern, grievances may be investigated further or referred to an independent party for arbitration.

In Laos, PanAust utilises the CAMMS Enterprise Risk Management platform, a software as a service reporting and corrective action event management system, to capture engagement activities, feedback, complaints, grievances and commitments. Similarly, Borealis software is used for the Frieda River Project. These systems play a crucial role in monitoring grievance trends and reporting. By capturing this data, PanAust can identify recurring issues, track grievance resolution times and make informed decisions.

In 2024, six grievances were raised in Laos, all of which have been closed out. Five of the grievances related to community animals that had been struck and killed by Phu Bia Mining vehicles:

- An employee transport bus hitting and killing a pig.
- Two instances of dead buffalo being found at the Nam Ve project with the community blaming Phu Bia Mining.
- An employee transport bus running over a chicken.
- A light vehicle hitting a dog.

The remaining grievance related to a Phu Bia Mining truck trailer damaging a community members garage while manoeuvring around another public truck on narrow village streets.

An investigation by Phu Bia Mining and including the owners of the buffalo, village leaders, Laos police and provincial government representatives was undertaken into the cause of death of the buffalos on the Nam Ve project including water sampling for contaminants. The investigation showed that the buffalos likely died from an animal borne disease that has been prevalent in the area rather than from Phu Bia Mining activities. The community leaders then agreed that farmers in the area needed to be responsible for managing their own livestock and ensuring they did not stray into the project area.

All grievances were resolved through compensation to the affected community members.

There was one grievance raised at the Frieda River Project during 2024, which has been closed out. The grievance related to threats and allegations from members of the Wameimin 2 community that a Frieda River Project employee was influencing the recruitment process and blocking member of the Wameimin 2 community from employment opportunities on the Frieda River Project. An investigation was undertaken by the Frieda River Project Community Affairs team in conjunction with leaders from the Wameimin 2 community. A number of mediation sessions were undertaken with the complainants from the Wameimin 2 community and a full awareness session on Frieda River Project policies including the HR employment process was delivered to the community. The Community leaders assured the Frieda River Project team that this was an isolated issue and not the view of the entire Wameimin 2 community.

The Company had zero reported incidents of violations of Indigenous Peoples' rights in 2024.



Resettlement, livelihood restoration and compensation

In 2024, zero involuntary resettlement took place across our operations. The Company is committed to minimising the need for involuntary physical relocation. Comprehensive protocols and procedures ensure that, when resettlement is unavoidable, affected communities are treated fairly and equitably, in line with international standards.

The need for resettlement is minimised with thorough planning, participatory land access and acquisition practices, transparent compensation processes and livelihood restoration initiatives, protecting peoples' the rights and ensuring fair outcomes.

If resettlement becomes necessary, programs adhere to *International Finance Corporation (IFC) Performance Standards 5 and 7: Land Acquisition and Involuntary Resettlement and Indigenous Peoples*. These standards require the livelihoods and living standards of resettled communities to be fully restored or improved.

In Laos, individuals affected by operations are fairly compensated for the loss of assets or livelihoods. As a minimum, pre-impact living standards are maintained, and opportunities identified for community participation with further benefits. PanAust's Compensation Standard, Grievance Management Procedure and Stakeholder Engagement Plans, align with Lao regulations and international standards set by the IFC and International Council of Mining and Metals (ICMM).

When significant impacts occur, defined as affecting more than 20 per cent of a household's livelihood, Lao regulations require rebuilding sustainable livelihoods rather than relying on short-term financial compensation. Compensation rates are determined through market price surveys, provincial agreements and consultations with local government and community leaders.

In Papua New Guinea, compensation is paid according to an interim agreement based on rates set by the Government's Valuer General, adjusted for inflation. Where PanAust deems government-set rates insufficient, compensation is increased to ensure equity for affected individuals. In 2023, Frieda River Limited embarked on a detailed landowner study focused on the tenements proposed for the Frieda River Hydro Electric Project. This project continued in 2024 and will provide detailed insights and recommendations on land boundaries and accepted buffer zones for the respective tribal groups. This will assist the Company and the government of Papua New Guinea to determine compensation, rent and royalties for the hydroelectric power plant and provide critical information for resettlement conversations.

While this work program was undertaken, specific engagements with the Resettlement Planning Committee were put on hold, with engagements set to resume towards the end of 2025.

In 2024, US\$30,225.65 was paid in compensation for economic livelihood impacts in Laos and US\$625 in Papua New Guinea.

Community development and support



If PanAust could provide more capital, it would allow more local community members to start up new businesses. The company could help with the funds they need for initial business expenses, quicker growth and continuous operations.

Mrs Yethao, Nam Gnone host community, Laos

Our approach

Economic value generated

PanAust aims to make a lasting, positive impact on the social and economic well-being of the communities, regions and countries where it operates, contributing to long-term prosperity.

In Laos, this includes:

- **Revenues and payments to the government:** Revenue from copper, gold and silver, including royalties, profit taxes and other fees such as tenement rental fees to the Government of Laos.
- **Employment and local economic growth:** Salaries to employees, salary taxes to provincial governments, and procurement of goods and services from local Lao businesses.
- **Capacity building:** Investment in training and skills development programs to build capacity in host communities, enhancing long-term employment opportunities.
- **Capital expenditure:** Significant capital investment in exploration, project development and operations, where possible using local Lao suppliers.
- **Community and regional development:** Contribution to community development funds for regional infrastructure projects and essential services, such as roads, access to water and sanitation.
- **Dividends and shareholder contributions:** Dividends to the Government of Laos as a 10 per cent shareholder in Phu Bia Mining.
- **Sponsorships and donations:** Support for local initiatives through sponsorship and donations for community development and well-being.

Where possible, goods and services in Laos are procured from local companies (both Lao and international companies based in Laos). These procurement decisions are based on commercial competitiveness, risk profile, contractor capacity, and safe and responsible supply. These local companies are supported to meet health and safety standards, thus contributing to their long-term competitiveness.

To date, PanAust has invested approximately US\$1.86 billion in Laos. This includes over US\$129 million in Lao public road infrastructure. Improvement and maintenance of sections of the Phu Kham and Ban Houayxai transport and haulage routes has benefitted 12 villages with a combined population of more than 16,000 people. These routes now provide faster access to markets and public services, including hospitals and schools. Total Phu Bia Mining activity, including investments and in-country operating expenditure, accounted for 2.5 per cent of Laos' real gross domestic product of US\$15.1 billion in 2024¹. This does not include the widely accepted multiplier effect for the positive indirect impacts of mining projects in developing countries, such as Laos².

During 2024, PanAust's other economic contributions in Laos included:

- **Goods and services:** US\$162 million to Lao suppliers—more than 46 per cent of external expenditure on goods and services was to the companies and the Government of Laos.
- **Government of Laos:** Contribution of approximately US\$112.8 million through the payment of taxes, royalties and excise duties.
- **Capacity-building:** Contribution of approximately US\$143,000 to programs and activities at district, provincial and central government levels.
- **Laos employment:** 3,406 people in Laos, with 92.7 per cent Lao-national, of which 18 per cent came from local villages adjacent or near to operations.
- **Sponsorships and donations:** In addition to community development programs in Laos, of more than US\$83,000 through cash and in-kind donations.
- **Phu Bia Mining revenue:** US\$601 million for the sale (and export) of copper, gold and silver, representing 6.3 per cent of total Lao goods exports (estimated by Laos Government as US\$9,386 million).

2024 total payments in Laos and Thailand

- **Direct production costs**
US\$267.94 million (46.3 per cent).
- **Transport and selling costs**
US\$12.56 million (2.2 per cent).
- **Salaries and wages (incl. taxes)**
US\$67.18 million (11.6 per cent).
- **Royalties**
US\$35.06 million (6.1 per cent).
- **Development costs**
US\$23.58 million (4.1 per cent).
- **Exploration costs**
US\$31.11 million (5.4 per cent).
- **Equipment and other assets**
US\$54.01 million (9.3 per cent).
- **Interest and other finance costs**
US\$87 million (15 per cent).

2024 payments for goods and services in Laos and Thailand

- **Lao companies**
US\$107.91 million (30.6 per cent).
- **Lao-based international companies**
US\$21.46 million (6.1 per cent).
- **Lao Government and semi-Government**
US\$32.96 million (9.4 per cent).
- **Thai companies**
US\$95.89 million (27.2 per cent).
- **International companies**
US\$93.96 million (26.7 per cent).

2024 total payments in Laos (US\$ million)

Description	2022	2023	2024
Payroll tax	4.28	4.35	7.42
Customs excise (import service fee)	2.11	2.09	1.48
Road tax	2.57	1.91	1.52
Profit tax (income tax)	28.70	29.82	45.32
Royalties	25.81	32.15	42.19
Concession fees	0.06	0.06	1.91
Dividend	8.70	15.83	13.00
Total contribution	72.22	86.21	112.84
Copper price (including price adjustment and hedging) (US\$/lb)	4.02	3.91	4.14

¹ The Company uses the Bank of Laos' annual report for the GDP figure and converts it from Lao Kip into US dollars using the average exchange rate over the 2024 calendar year.

² Sources: ICMM publication, The role of mining in national economies (Romine) (sixth edition), 2022; Mineral Economics Journal, The local employment impacts of mining: an econometric analysis of job multipliers in northern Sweden, 2017; World Bank and IFC publication, Large mines and communities: forging partnerships, building sustainability, 2012.

2024 total payments by PanAust (US\$ million)

Region	Operating costs by region	Employee wages and benefits by region	Payments to providers of capital by region	Payments to government by region
Laos	274.05	67.18	1.09	112.84
Thailand	0.96	0.66	0.00	0.07
Vietnam	0.07	0.00	0.00	0.00
Chile	4.89	0.00	0.00	0.00
Papua New Guinea	7.16	1.13	0.01	0.20
Myanmar	0.00	0.00	0.00	0.00
Australia	9.02	9.82	11.49	0.53
Total	296.15	78.79	12.59	113.63
Group revenue ¹	631.94			
Group economic value retained ²	130.78			

1 Sales revenue, derivative gains/losses, interest income and other income.

2 Group economic value retained is calculated by Group revenue less Group operating costs, employee wages, payments to providers of capital and payments.

Community development

PanAust's community development programs are designed to make meaningful, lasting contributions to the long-term growth and empowerment of local communities. By focusing on capacity building, the Company helps community members determine and pursue their own development priorities, ensuring sustainable progress beyond the life of its operations. Operational and development projects align with recognised international standards for community development, ensuring that programs are socially responsible, inclusive and designed for long-term sustainability.

PanAust total community development contributions (US\$ million)

	2022	2023	2024
Community development in Laos	0.14	0.73	0.21
Community development in Papua New Guinea	0.12	0.28	0.27
Logistics costs for Papua New Guinea community development	0.03	0.01	0.03
Sponsorship and donations in Laos	0.21	0.05	0.08
Sponsorship and donations in Papua New Guinea	0.04	0.01	0.02
Sponsorship and donations in Australia	0.00	0.00	0.00
Total contribution	0.54	1.07	0.61
PanAust EBITDA	189.67	221.05	231.93
Total contribution as a per centage of EBITDA	0.29	0.48	0.26

Community development in Papua New Guinea

In 2024, PanAust's contribution to community development programs in Papua New Guinea totalled US\$271,399.

In addition, US\$30,712 was contributed via charter flights, the use of the Company's helicopter and motorised dinghies, to deliver the programs to the Frieda River Project host communities inaccessible by road. Programs focused on improved health and education services and capacity-building, in particular the maintenance and establishment of supporting infrastructure.

Education

Community development programs in education in 2024 included:

- **Travel support for teachers:** Bi-annual flights in-and-out of Frieda (Ok Isai), Fiak (Mian communities) and Paupe primary schools to the nearest centres.
- **Tuition support:** Provided annual tertiary student support for tuition and travel from their village to the nearest major centre and back to the village at the end of the academic year on company charter flights.
- **Women's Resource Centre:** Supported the Mineral Resource Authority with liaison for land access with the Okisai community for the MRA to build a Women's Resource Centre through the Government of Papua New Guinea national planning department.
- **Learning materials:** Provide teachers and students learning materials for the respective schools in the Frieda River Project communities at the beginning of the academic year.
- **Stationery and sports equipment supplies:** The company supported respective school administration by liaising on their behalf with suppliers and facilitation the logistical support to on company charter flights on the delivery.

Community health

Community health program in 2024 included:

- **Medical drugs:** Distributed quarterly to Community Health workers at the three operating Aid-Posts in the Frieda River Project Area.
- **Helicopter and fixed wing medivacs:** To the nearest health centres in Telefomin, Mt. Hagen and Wewak.
- **Health programs:** Delivered with Telefomin District Health, Ambunti Health Centre, Pacific Island Ministries and Papua New Guinea Baptist Church Health Services. Programs included attending to medical emergencies, community clinics, medical outreach and evacuation and referral of patients to regional health centres.
- Collaborated with the Min Baptist Health Services from Telefomin to assist with identifying and then transporting four patients from non-project villages

within the Telefomin district to undergo surgery for the Interplast program. A total of 15 patients were transported and accommodated for the Interplast program over a two week period in July.

- Conducted integrated health patrol with Telefomin Health services targeting immunisation for children under 5 years, antenatal care and general primary health care.
- Liaised with Telefomin District Health Authority to assign Community Health Workers for project villages Wameimin 1 and Wameimin 2.
- Conducted evaluations for Community Health Workers, Village Birth Attendants, and Village Health Volunteers to assess their training progress and effectiveness.
- Produced on-job training report for the recent obstetric emergency cases. The obstetric training was conducted with the Frieda AidPost Community Health Workers and Village Birth Attendants of Paupe village with the aim of improving their skills to manage emergency during childbirth.
- Established with the Telefomin Community Health Worker Training School to have four students from Project communities (Ok Isai, Wameimin 1, 2 and Amaromin) accepted for enrolment in 2024.

Other community development

Other community development initiatives in 2024 included:

- **MRA community investment program through Papua New Guinea's Public Investment Program:** Planning and co-ordination of the Women's Resource Centre in Ok Isai Village and a duplex classroom built for the Paupe primary school.
- The Community Leaders Forum (CLF) meetings are one of the cornerstone quarterly engagement activities that allow for ongoing information dissemination, updating of Project status and discussion and resolution of issues impacting operations under the EL58 licence.
- **FRHEP dam risk analysis community engagement program:** A 4-week roadshow in July 2024, led by the Frieda River Project with support from CEPA, the MRA and the East Sepik Provincial Administration along the Sepik River.
- **Land Investigation Study:** On land ownership identification for the FRHEP tenements. This commenced in April 2023 and will continue until the end of 2025.
- **Community infrastructure grants program:** Accumulates 4,000 kina each month for use by host communities on village infrastructure development, with several new projects commencing.
- **Census updates:** Commenced in the seven impact areas in November 2024. Data will be shared with the national Civil Registry Office with the information packaged for the National Identity Program for resource landowners.



Case study

Community health work in Papua New Guinea

Interview with Dr Joel Hamago—Country Manager, Frieda River Limited, Papua New Guinea



Nachain and her mother after the surgery.

What community health work has PanAust done in Papua New Guinea?

“Frieda River Limited has invested in health and education initiatives in the Frieda River Project area since 2014. Our big focus is compulsory immunisations for children under five years old.”

What were the main projects in 2024?

“In 2024, we expanded outside the Frieda River Project area into the wider Sepik region. We sponsored the Interplast Australia surgical team to provide life-changing surgeries and build capacity in local medical teams at the Wewak Boram General Hospital in East Sepik Province.”

Why did the Company invest in those specific areas?

“Although the Frieda River Project is not yet an operational mine, by working with Interplast, we can extend the benefits of our corporate presence in the Sepik region beyond the Frieda River Project site. This aligns with our corporate values which put people at the centre of doing business. By fostering long term improvements in health care, we can enhance the sustainable impacts of our work.”

What were the biggest successes in 2024?

“Over the course of Interplast’s visit in 2024, a five-person team of Australian surgical volunteers worked alongside local medical and nursing staff to perform 17 surgeries and fifty consultations. They also provided clinical training to 18 surgeons, nurses, and anaesthetic support staff. Among the surgical procedures were life-altering operations such as burn reconstruction, upper limb surgery, and scar revision.”

What challenges did you face and how did you tackle them?

“One of the biggest challenges occurred when 17-month-old Nachain from the Wosera Gawi District presented with a condition called bilateral complex foot polydactyly. That is where a person is born with extra digits on one or both feet. Nachain had extra digits on both her feet. While her condition wasn’t life threatening, Nachain’s parents were worried it would affect her ability to walk and wear shoes and that she could become the target of bullies. Thanks to the skilled hands of a multi-disciplinary surgical team of the visiting Australian team, surgeons Dr Jackson Nuli and Dr Kaycee Amoko from Port Moresby General Hospital, and the local Wewak team, Nachain now has improved mobility.”

If you could sum up your work on community health in a couple of words, what would they be?

“Life-changing and worthwhile.”



This aligns with our corporate values which put people at the centre of doing business. By fostering long term improvements in health care, we can enhance the sustainable impacts of our work.

Community development in Laos

PanAust’s community development programs in Laos focus on:

- **Infrastructure:** Building essential facilities, such as roads and water systems, to support community development.
- **Health:** Improving access to healthcare services and promoting public health initiatives.
- **Education:** Enhancing educational opportunities for children and adults, including vocational training.
- **Agriculture:** Supporting sustainable farming practices and improving food security.
- **Small business development and microfinance:** Encouraging entrepreneurship and providing financial resources for small businesses.
- **Capacity building for local government agencies:** Strengthening the capacity of local institutions to manage resources and drive development independently.

Efforts are guided by a MoU with the Government of Laos to ensure that CDFs at Phu Kham and Ban Houayxai are deployed effectively and transparently. Planning begins with community-led needs assessments and a detailed review of the socio-economic situation in each area. The last socio-economic and household survey was carried out in 2022, finalised and published in April 2023, and has been used to inform future projects.

CDF projects have been designed to support and sustain host communities well beyond the life of the mine, improving long-term resilience and economic independence post-closure. The SLP was established in agriculture sector with ongoing formulation and development.

All CDF projects were consulted and delivered with local government authorities ensures alignment with national development strategies, avoiding duplication of existing or planned government initiatives.

In 2023, an independent expert (Civitas—Laos) evaluated the SLP Program against the OECD Development Assistance Committee evaluation criteria and the International Fund for Agricultural Development evaluation manual. The program was found to be very successful with a high overall global rating.

A new CDF MoU with budget increased to US\$750,000 per year from the previous US\$380,000 was discussed with the Xaisomboun provincial government for finalising and approved after the MEPA 4 amendment has been approved with the Government of Laos in April 2024.

A total of US\$212,014 was spent on CDF and SLP projects in 2024, as shown below.

Community development fund expenditure in Laos compared to budget (US\$)

	2022	2023	2024
Expenditure	148,498 ¹	724,955 ²	212,014
Budget	380,000	380,000	750,000

1 The 2022 Community Development Fund (CDF) spend was revised from US\$137,411 to US\$148,498 following previously unidentified accounting adjustments related to certain CDF projects, which resulted in differences between the originally reported and actual project spend.

2 The 2023 Community Development Fund (CDF) spend was revised from US\$725,066 to US\$724,955 following previously unidentified accounting adjustments related to certain CDF projects, which resulted in differences between the originally reported and actual project spend.

Year on year, community development contributions are determined not only by the Company’s consolidated profit position, but also a range of factors including Company presence, impact, local capacity and dependency levels as communities mature. The community development budget reflects the Company’s direct spend and does not include in-kind and administration contributions towards community priorities or the Company’s operational expenditure on items purchased from the community, such as locally produced consumables including fruit, vegetables and water.

Education

Education is a cornerstone of social development, essential for improving lives and creating opportunities for advancement.

In the rural provinces of Laos, despite compulsory primary education, enrolment, completion rates and learning outcomes remain low. Contributing factors include poverty, a shortage of schools, a lack of skilled teachers, insufficient teaching aids and overcrowded classrooms. Although access to primary education has improved, many children do not complete the five-year curriculum, resulting in low functional literacy rates among adults. Completion rates for secondary and tertiary education are even lower.

PanAust's education programs are designed to improve learning outcomes for both children and adults in its host communities. Initiatives have focused on enhancing access to primary education by building new schools, providing school uniforms and stationery and offering scholarships. The Company has also invested in teacher training and the provision of teaching aids, helping to improve the overall quality of education. As a result, enrolment has increased and learning conditions have improved in local schools. Investment in education not only improves immediate learning outcomes but also lays the foundation for long-term social and economic development. Enhancing access to education and improving its quality, helps to create opportunities for future generations, ensuring that communities around its operations can thrive well into the future.

In Laos, it is common for girls to leave school if they must travel long distances from their village. To address this issue, PanAust has prioritised improving access to education for girls in its host communities by building schools closer to villages, and raising awareness about the importance of girls' education. This ongoing commitment is helping to close the gender gap in education access.

Since 2010, PanAust has played a key role in expanding and improving educational infrastructure across Laos. In 2024, the Company invested US\$59,529 in education development programs including the construction of a sports complex and meeting hall at Nam Mo Upper Secondary School, construction of pre-school classrooms and teachers dormitories and other prioritised projects for furthering education for children within our hosted communities at both Phu Kham and Ban Houayxai operations.

Community health

Community health is a critical component of sustainable development, directly impacting the well-being and productivity of local populations.

PanAust is committed to supporting the long-term health and well-being of its host communities by working with local health authorities and investing in key health initiatives. By improving healthcare access and infrastructure, the Company is helping to build healthier, more resilient communities.

In 2024, US\$15,247 was invested in upgrading health facilities, delivering community health checks and awareness programs, and providing training for community medical personnel. These initiatives benefited more than 3,400 villagers who accessed services at the Nam Mo and Nasaysavang health centres, both constructed through Phu Bia Mining's CDF programs.

Agriculture and local enterprise development

PanAust is committed to building long-term economic development and building community resilience by empowering local businesses and entrepreneurs.

The focus on sourcing locally and supporting enterprise development aims to create sustainable economic opportunities that will benefit communities long after operations have ceased. Where possible, products and services are sourced locally and regionally, integrating local businesses into the supply chain. This strengthens the regional economy during operations while preparing local suppliers to expand their customer base and thrive post-closure.

Agriculture is a key industry where local communities can leverage their existing skills to meet the needs of PanAust's operations while also building new enterprise opportunities. Through targeted programs, PanAust is helping farmers transition from subsistence-level agriculture to sustainable cash-crop production, positioning agriculture as a viable long-term income source for communities' post-closure. In 2018, PanAust launched the SLP with the goal of establishing enduring economic legacies for local communities. By focusing on agriculture and small business development, the SLP aims to ensure that local economies remain resilient and sustainable well beyond the life of PanAust's operations.

In 2024, PanAust contributed US\$34,260 to agriculture activities through the SLP. In 2024, PanAust collectively purchased US\$1,683,866 worth of consumables, such as vegetables, drinking water, eggs, fruit, fish and other goods and services from local businesses in its host communities. This not only provides a reliable income stream but also creates a stronger, more resilient local economy.

Income generated from small business initiatives (US\$)

Country	2022	2023	2024
Laos	605,817	940,437	1,672,619
Papua New Guinea	12,021	11,783	11,247
Total	617,838	952,220	1,683,866

Infrastructure provision

PanAust has made a significant contribution to improving essential community infrastructure in Laos, enhancing the quality of life for local populations and supporting sustainable development.

By investing in medical and educational facilities, road development, water and sanitation systems and other critical infrastructure, the Company has helped lay the foundation for long-term community resilience and economic growth.

Infrastructure projects are delivered in partnership with governments and host communities through a 'community-constructed infrastructure' model. This involves PanAust procuring materials for the projects and local community members, under the supervision of local authorities and Company representatives, take the lead in completing the construction. This accelerates project delivery and empowers communities by transferring valuable skills, building a sense of ownership and tailoring infrastructure projects to local needs.

These infrastructure investments continue to deliver long-term benefits for host communities by improving access to healthcare, education, transportation and sanitation. Construction of the cable-stayed bridge at Nam Ou commenced in 2023, with a further US\$44,247 invested in 2024 to complete the works in April. The bridge significantly enhances connectivity between remote villages, enabling easier access to markets, healthcare and education, and supporting local economic growth through improved transport infrastructure.

An additional US\$39,779 was invested in an irrigation system project benefiting agricultural activities in the Phu Kham communities of Ban Nam Mo and Ban Nam Gnone.

Access to financial services

As part of its commitment to developing community resilience and economic empowerment, PanAust has supported 12 communities to establish microfinance schemes through Village Savings and Credit Funds.

These funds provide crucial access to financial services in rural areas, empowering communities, in particular women, by enabling enterprise development and promoting financial independence. They facilitate access to savings and loan facilities otherwise unavailable in rural areas, enabling individuals to save for the future and access loans to support activities such as agriculture and small businesses. The funds also provide financial support for essential household expenses, including education and healthcare, thereby improving overall community well-being and economic stability. Village level management committees, supervised by a District Supervisory Committee headed by the Lao Women's Union, provide oversight for these funds. These committees ensure transparency and accountability, promoting local leadership and governance, empowering community members to actively manage their finances.

After working closely with local villages and districts to establish these microfinance schemes, PanAust facilitated a transition to local management. The Company has handed over full responsibility for fund management to the relevant villages and districts, with only three existing Village Savings and Credit Funds remaining in Ban Nam Mo, Ban Nam Gnone and Ban Nasaysavang at Phu Kham and Ban Houayxai (established in 2009 and 2012). In 2023, the two Village Savings and Credit Funds at Ban Nam Mo and Ban Nasaysavang were consolidated and transferred to the financial management system, Xaysomboun Development Fund. The Village Savings and Credit Funds in Ban Nam Gnone will be re-consolidated to apply the same financial management system in the coming years.



Case study

SLP success in Laos in 2024

Interview with Inpone Thephetlasy —Livelihood Superintendent, Phu Kham Operations, Phu Bia Mining, Laos



What is the SLP Program in Laos?

“The Sustainable Livelihoods Program, or SLP, in Laos, enhances the livelihoods of our host communities in Xaysomboun Province. This includes the villages of Nam Mo and Nam Gnone in Anouvong District, and Nasaysavang village in Longcheng District. The SLP creates resilient and sustainable socio-economic opportunities that will benefit these host communities, way beyond the life of the mine.”

Why did the Company invest in those particular areas?

“We have officially designated the SLP as a Legacy Program under our Mine Closure Plan. This ensures that communities, especially former local employees, have options to make a living after mining operations cease, such as from agriculture. It reduces dependency on the mine and promotes long-term community resilience. Our investment in the SLP aligns with Prime Minister’s Decree Number 414 on Economic Development Policy for Xaysomboun Province, supporting broader government priorities.”

What were the biggest successes in 2024?

“In 2024, 145 smallholder farmers across the 5 and 3 villages in Anouvong District collectively produced 77.05 t of commercial clean vegetables, raised 231 head of fattening cattle, and harvested 44.50 t of pineapples! This generated income of more than 3.64 billion LAK (approximately US\$168,607) for local communities.”

“The Nam Gnone Green Agriculture Development Project in the GMO Valley is a stand-out project worthy of a mention. It supported 48 households in vegetable farming and 20 households in cattle fattening in Ban Nam Gnone village, over a 20.6 hectare area. A key milestone was the near completion of an irrigation system, expected to be finished in 2025.”



This ensures that communities, especially former local employees, have options to make a living after mining operations cease, such as from agriculture. It reduces dependency on the mine and promotes long-term community resilience.

What challenges did you face and how did you tackle them?

“One key challenge was helping smallholder farmers shift from traditional to commercial, market-driven agriculture. This required a change of mindset and some new practices. We provided technical training, demonstrations and input support to build their trust.”

“Another challenge was budget allocation for the SLP. Now part of the CDF, it is subjected to lengthy approval processes with the Provincial CDF Management Committee. This can delay seasonal activities and affect income. Improved co-ordination and earlier planning helped with that.”

If you could sum up SLP in Laos in 2024 in a couple of words, what would they be?

“Sustainable impact. Empowered agriculture.”

Human rights and Indigenous Peoples



Indigenous People have been on the land, managing it efficiently for so long, then companies come along to use their land in a different way. You’re in their country, taking the minerals from their land, do the right thing by communities and respect their local environment.

Joanne Oxbrow, Program Manager, Surgical Registered Nurse, Interplast

Our approach

Human rights are basic rights and freedoms to which all people are entitled regardless of their birthplace, age, personal beliefs or any other individual attributes.

PanAust supports and respects human rights consistent with the Universal Declaration of Human Rights, committing to this in its Sustainability Policy. A review of the Sustainability Policy in 2023 identified the need for a separate specific Human Rights Policy based on the United Nations Guiding Principles of Business and Human Rights.

Human rights encompass a broad range of issues relevant to employees, contractors, suppliers, host communities, customers, business partners and other stakeholders impacted by its operations. PanAust joined the Human Rights Resources and Energy Collaboration in Australia in 2023, to network and share knowledge on respect for human rights with others in the resources, mining, oil and gas and energy sectors.

Where available, PanAust uses existing systems and processes for the assessment and management of human rights issues, and as a minimum, meets applicable legal requirements. In 2024, PanAust published its fourth Modern Slavery Statement under the Australian Modern Slavery Act (2018), recording no breaches of indigenous people’s or other human rights. A summary of PanAust’s approach to managing human rights is provided opposite, highlighting examples provided throughout this Report.

PanAust's approach to managing human rights



Commitment

- The PanAust Way
- Sustainability Policy
- Sustainability Standards
- Human Resources Standards
- Member Company: Voluntary Principles on Security and Human Rights (see page 94)
- Aligned to: ICMM Indigenous Peoples and Mining Position Statement
- Annual reporting requirement: Australian Modern Slavery Act (2018)



Action

- Workforce practices and feedback mechanisms
- Stakeholder engagement (including disadvantaged groups) appropriate to the project and location context and the International Finance Corporation (IFC) Performance Standards (see pages 47 and 59)
- Supplier evaluations and contract clauses related to human rights (see page 110)
- Project design, development and closure consistent with the cultural and social values of host communities
- Grievance mechanisms, resettlement and compensation protocols (see page 47)
- Human resources grievance mechanisms including the Fair Treatment Standard and Workplace Representative Committee
- Community development, including opportunities to enhance the human rights of host communities, such as access to water and improved healthcare, education and livelihood opportunities (see pages 48–56)
- Social and environmental management plans



Assessment

- Human rights risk assessments
- Human rights due diligence
- Environmental and Social Impact Assessments
- Stakeholder analysis (indigenous peoples, gender, vulnerable and disadvantaged)
- Modern slavery supply chain analysis and risk assessment



Check and report

- Socioeconomic, perception, employee surveys
- Audits of the Lao operations against the PanAust Group Integrated Management System Standards (see page 120)
- Contractor audits (see page 120)
- Internal and external reporting
- Whistleblower Standard and Whistleblower Service (see page 109)
- Annual Modern Slavery Statement



Case study

Human rights and Indigenous Peoples in Papua New Guinea

Interview with Dr Joel Hamago—Country Manager, Frieda River Limited, Papua New Guinea

Tell us about the Indigenous Peoples living near the Frieda River Project site?

“There are four local tribal groups, the Telefol, Paiyamo, Mian and, Owininga. As well as building relationships with each group, we continue to learn about their relationships with each other and their approach to managing any overlapping land claims.”

Talk us through the main considerations in relation to their human rights?

“This is important and structured work. Frieda River Limited, which we refer to as The Frieda River Project, recognises the constitutional provisions of Papua New Guinea, which affirm customary land rights for tribal communities. Within the immediate project footprint, tribal groups assert collective customary ownership over the land. Large-scale resource development projects often give rise to tensions among tribal communities, in particular where legal protections intended to uphold these collective rights are either inaccessible or inadequately enforced.”

What steps has PanAust taken to uphold their human rights so far?

“We are understandably required to take quite specific steps, including identifying Project Landowners in accordance with the National Mining Act 1992. This work is essential to the formation of Land Associations and Resource Owner Representative Companies. The first stage of our work involved identifying tribal groups of interest over the defined Project land area. Having completed Phase 1, we are currently undertaking Phase 2 which will help them determine their respective land boundaries and identify where tension points are in relation to land claims.”

“We adhere to OECD Guidelines and the IFC Performance Standard 5 on Land Acquisition and Involuntary Resettlement and IFC Performance Standard 7 on Indigenous Peoples. While the Frieda River Project's Environmental Impact Statement may not explicitly reference these guidelines and standards, we integrate the principles within them into the way we perform community relations functions. These principles inform our stakeholder engagement and consultation processes, which we try to align with international best practice.”



Community Affairs Lands Senior Officer, Luke Lange, meeting with the Owining Tribal Group.

What challenges have you faced and how have you tackled them?

“The work is already challenging and highly sensitive, especially working with groups who were considered enemies in the past and were engaged in tribal warfare. By working respectfully and understanding each other's concerns and different perspectives, we believe we can reach a workable solution.”

What's next, what plans are in place?

“Phase 2 of the Land Investigation Study comes next. This will involve the formation of Tribal Working Committees within each tribal group. They will represent clan lineages, communities, and tribal groups both within and outside of the Frieda River Project footprint, where history of warfare, migration, settlement patterns and land use were common. Criteria will be established to ensure individual groups and sub-groups participate fully to reach a land boundary agreement defining the benefits and entitlements they receive from the Frieda River Project's occupation on their land.”

If you could sum up human rights and Indigenous People in Papua New Guinea in a couple of words, what would they be?

“Complex and important.”



This is important and structured work.

Natural capital



The planned integrated tailings dam design will be the first of its kind in Papua New Guinea. The question is, in the future, will the facility be able to withstand the seismic activities in the region? We need to convince the people that the risks have been taken into account in the design of the tailings dam and things will be alright economically, environmentally, socially and technically.

Jack Apipnok, Mining Co-ordinator, West Sepik Administration, Papua New Guinea

Material issues

Tailings and waste rock

Tailings, a by-product managed throughout the life of the mine and beyond closure, is managed in a safe TSF with high integrity design (e.g. dam break analysis in Papua New Guinea) to protect nearby environments and communities.

Key metrics

Metric	2020	2021	2022	2023	2024	Performance
Energy Intensity (MJ/t ore and waste mined)	79.3	69.8	68.1	76.6	74.1	3.3% ↓
Phu Kham Greenhouse gas intensity (tCO ₂ e/t Cu)	3.71	4.20	4.22	3.34	4.83	44.6% ↑
Ban Houayxai Greenhouse gas intensity (tCO ₂ e/oz Au)	0.09	0.08	0.12	0.16	0.16	No change —
Recycled water (per cent)	79	76	82	78	84	7.7% ↑
Water intensity (M ³ /t ore processed)	2.32	2.53	2.81	2.23	2.78	24.7% ↑
Number of significant environmental incidents	2	0	0	0	0	No change —

Our stakeholders told us...



People are concerned that, in the past, our nature was abundant, but now, many companies are mining minerals, causing loss of the richness of our nature, including forests and rivers, everything has changed.

Mr Naiban Khamtou Kouangkay, Nam Mo host community, Laos

04

Environmental performance

Tailings and waste rock

Introduction

Host communities care about how we protect their environment.

The planned integrated tailings dam design for the Frieda River Project will be the first of its kind in Papua New Guinea and the government and local communities understandably have raised concerns. The West Sepik Administration reiterated the need for the integrated tailings dam to be able to withstand seismic activity in the region. The host communities want to deeply understand how environmental, social and technical risks have been considered in the design. PanAust is drawing on its open and effective communication in Laos on the robust tailings management where there have been different levels of understanding among villagers. The Company is making a significant effort to build strong and informed relationships using fact sheets and presentations, however social media is increasingly prominent in Papua New Guinea and the Company is exploring how best to also communicate that way.

It goes without saying that strong environmental performance is critical to retaining our social licence to operate in Papua New Guinea, and that extends long after operations cease. Our land use, rehabilitation and closure commitments directly impact those living in our host communities and the Company will be judged on the legacy it leaves behind post mining.

In Laos, we are striving to extend the mine life of our existing operations thus also extending benefits to the local communities in the form of jobs, products and services procured and other initiatives.

As progress is made with the Frieda River Project, now is the time to commence the legacy conversation. We are continuing stakeholder engagement with the local community at the outset about what will be left post-mine and their preferences for post mining land uses.

Going beyond environmental compliance in mine closure is a given, towards inclusive economic transition and resilience for host communities. With early planning, transparent closure funds, infrastructure transfer, and workforce re-skilling, we can build an open path forward.

In this chapter, we start with data on the volumes held in our TSFs and tailings and waste rock quantities produced at our sites in Laos. Our extensive governance is outlined, including the Tailings Independent Review Panel (TIRP), the Tailings Review Committee and a comprehensive range of inspections, monitoring and quality assurance. Management and classification of waste rock is also outlined along with our Acid Rock Drainage (ARD) Management Plan. For continuity in reporting year-on-year, a summary is also provided on water use and discharges, biodiversity, land use, rehabilitation and closure and climate change. Our reporting on climate change will improve with the new mandatory climate disclosures. Further information on environmental management can be accessed at panaust.com.au/sustainability/environment.

Tailings and waste rock data

Tailing facility details and volumes

Tailings facility	Description of type	Initial operation date	Raising method	Current volume Mm ³ (end of 2024)	Planned LoM volume Mm ³
Phu Kham TSF	Cross-Valley Embankment	April 2008	Downstream	163.9	188.2 (LoM 2027)
Ban Houayxai TSF	Cross-Valley Embankment	March 2012	Downstream	41.6	57.8 (LoM 2029)

Note: Current and planned volumes refer to the in-place volumes of tailings and water.

Tailings/waste rock quantities (tonnes) phu kham and ban houayxai operations

	2022	2023	2024
Waste rock (total)	41,913,151	40,207,352	49,198,602
Red waste rock	6,019,946	6,795,939	6,276,998
Tailings	15,311,772	16,131,382	15,678,124

Our approach

Tailings and waste rock management is the most significant short and long term environmental risk for PanAust.

Due to tailings quantities produced, their mineral composition and fine sediment nature and the requirement for long-term stable TSFs, robust tailings management strategies are essential.

Waste rock is managed to prevent acid rock drainage (ARD), potentially harmful to receiving environments. Detailed planning and design of adequate encapsulation facilities for potentially acid forming waste rock is required during mine planning. This high level of operational governance both promotes beneficial post-mining land use and reduces post-closure liability.

Tailings

PanAust operates two purpose-built TSFs, one for each of its operations in Laos.

They are designed and constructed to international standards and guidelines, including the Australian National Committee on Large Dams, ANCOLD Guidelines on Risk Assessment 2022, and consider an integrated life of mine and closure management strategy. The Phu Kham TSF contains waste rock and tailings. The Ban Houayxai TSF is used to store tailings with waste rock placed in separate engineered waste rock dumps. Our comprehensive TSF stewardship program is outlined below.



Tailings Independent Review Panel (TIRP)

This panel of industry-leading specialists undertakes annual physical inspections of both TSFs and evaluates the monitoring and measurement systems in place. In 2024, these inspections were undertaken in May, with no priority 1 recommendations (highest level) identified at Ban Houayxai or Phu Kham.



Tailings Review Working Group (TRWG)

This working group facilitates the TIRP review and oversees actions to implement any recommendations, including updates to risk registers. In 2024, the working group met in February, May and December.



Dam safety inspections

These inspections are conducted annually, by the Engineer of Record, with action plans developed and progress tracked. In 2024, these inspections were completed in October.



Risk-based reviews

Undertaken annually by site teams at each TSF, in 2024, these reviews were completed in May.



Engineer of Record (EOR) inspections

The EoR, the technical expert responsible for TSF design, operation and performance monitoring, undertakes three of these inspections each year, including the Annual dam safety review (ADSR). In 2024, these inspections were undertaken in January, May and October (ADSR). Two priority 1 recommendations were identified at the Phu Kham TSF that were actioned immediately. No priority 1 recommendations were identified at Ban Houayxai TSF.



Site inspections and monitoring

Trained site teams, reporting to a site-based Tailings and Geotechnical Manager, undertake site inspections daily, weekly and monthly. They monitor seepage, pore pressure and embankment deformation and ensure that equipment is operating effectively. Any findings are investigated and escalated to the EoR.



Detailed dam design

The Design Engineer, Knight Piesold, produces a detailed dam design for each construction period. The TIRP and other subject matter experts provide input and review the design.



On-site laboratories

Quality control and assurance for TSF construction materials is undertaken at on-site laboratories. A Senior Quality Assurance Engineer oversees monthly verification of test samples by an external laboratory. An audit of these on-site laboratories was completed in March 2024, with the next scheduled for March 2025. No material findings were identified during the 2024 audit.



Mine closure plans

Phu Kham mine closure planning progressed in 2024 with revised life-of-mine projections. The Phu Kham water balance and groundwater models for closure was updated in 2024. A Phu Kham TSF water cover assessment considering impacts of climate change was completed in 2024. At Ban Houayxai the TSF expansion is part of the current life-of-mine plan and conceptual closure plan will be updated in 2025.



Overview and quality assurance

The PanAust Tailings Governance Standard outlines tailings overview and quality assurance. It is validated through the routine functions of the site-based Tailings and Geotechnical Managers, TRWG, TIRP and EoR.



Governance

In 2021, a gap analysis against the Global Industry Standard on Tailings Management (GISTM) was conducted and completed again in 2024 to measure progress. The GISTM was adopted by the Company in early 2024. External review of alignment to GISTM is planned to be undertaken Q4 2025 / Q1 2026.



Senior management commitment

Senior management has committed to having appropriate governance processes in place, alongside construction and operating procedures that are consistently adhered to.

Odour concerns

Ban Nam Gnone villagers near Phu Kham are concerned about odour from the TSF.

In 2021, the site's mine processing team identified the chemicals thought to be the root cause, namely hydrogen sulphide and sulphur dioxide, and sought alternatives. In January 2023, Aeroqual Series 500 air quality monitoring devices were installed at the TSF and Ban Nam Gnone for continuous monitoring of hydrogen sulphide. No exceedances were recorded in 2024 with levels of hydrogen sulphide classified as very low according to the Occupational Safety and Health Administration criteria. PanAust recognises the importance of treating communities with respect and will work with the villagers.

Waste rock

Our acid rock drainage (ARD) management strategy aligns with global mining industry practice for mine planning, operations and closure.

Sulphur content assessments were integrated into orebody modelling and mine planning well before operations began, and results in the database are continuously updated as additional results are received during resource delineation activities. This facilitated a detailed classification of rock types by their acid-forming potential, informing the integrated ARD life-of-mine plan. A similar approach has been taken to the proposed hydroelectric facility at the Frieda River Project.

ARD management provides strategies for identifying, controlling and monitoring mine waste, updated to reflect any changes in sulphur modelling. How waste rock at Phu Kham and Ban Houayxai is classified and managed is outlined here.

Blue waste rock

Non-acid-forming, with acid-neutralising capacity, this is deposited in designated locations.

Green waste rock

Non-acid-forming, this can be used for other purposes.

Amber waste rock

Low acid-forming potential, this is placed in clay-lined cells or within the TSF to prevent oxidation.

Red waste rock

High acid-forming potential; submerged below water and encapsulated to reduce ARD risks.

As new areas are developed, ARD management plans and waste classifications are reassessed, updated and reviewed by an external audit. A mobile fleet management system (Jigsaw) ensures accurate waste rock placement using real-time GPS on a truck-by-truck basis. Waste rock is placed in small lifts to manage segregation and oxygen exposure, and encapsulation materials are constructed concurrently to prevent oxidation. Seepage and surface run-off from waste stockpiles is managed through internal water systems, with rehabilitation integrated in closure plans.

Third-party involvement by the consultancy Environmental Geochemistry International in ARD management ensures that programs are fit-for-purpose and align with methods described in the Global Acid Rock Drainage Guide, sponsored by the International Network for Acid Prevention with the support of the Global Alliance, 2014.

Water use and discharges

Water withdrawal and discharge data Phu Kham and Ban Houayxai Operations

Water usage and recycling summary (2022–2024) (megalitres¹)

	2022	2023	2024
Fresh water domestic use	569	532	468
Fresh water to process	7,783	8,043	7,011
Total water used in process	43,445	36,420	43,978
Recycled water to process	35,662	28,378	36,967
Compliant water discharged ²	76,786	102,886	59,538
Per centage of recycled water	82	78	84

1 Measured by water meters or other estimation techniques.

2 Discharge water from the Phu Kham and Ban Houayxai TSFs.

Water withdrawal by source for 2024 (megalitres)

Indicator	Phu Kham	Ban Houayxai	Total
Surface water ¹ (total)	38,514	5,464	43,978
Fresh water ²	1,547	5,464	7,011
Other water ³	36,967	0	36,967
Ground water ⁴	397	179	576
Fresh water	397	179	576
Other water	0	0	0
Total water withdrawal	38,911	5,643	44,554

1 Water that occurs naturally on the Earth's surface in ice sheets, ice caps, glaciers, ice bergs, bogs, ponds, lakes, rivers and streams.

2 Water with a TDS concentration equal to or below 1,000 milligrams (mg) per litre (L).

3 Water with a TDS concentration above 1,000 mg/L.

4 Water being held in, and can be recovered from, an underground formation.

Water discharge for 2024 (megalitres)

Indicator		Phu Kham	Ban Houayxai	Total
Water discharge by destination	By surface water	15,986	43,552	59,538
	By ground water	0	0	0
	Total	15,986	43,552	59,538
Water discharge by fresh or other	Fresh water ¹	0	43,552	43,552
	Other water ²	15,986	0	15,986
Water discharge by treatment	No treatment	0	38,346	38,346
	Sewerage treatment plant	82.6	57.9	140.5
	Manganese treatment ponds	2,333	N/A	2,333
	Lime dosing	38,498	N/A	38,498
	Cyanide destruction	N/A	5,464	5,464

1 Water with a TDS concentration equal to or below 1,000 milligrams (mg) per litre (L).

2 Water with a TDS concentration above 1,000 mg/L.

Our approach

Water use relates to the amount of water withdrawn and consumed.

Water discharges relate to managing discharge quality to minimise impacts on ecosystems, ensuring communities have access to fresh water. PanAust recognises the importance of responsible water management for operational needs, such as ore processing, while minimising negative impacts on local environments and communities.

Water use

PanAust is committed to efficient water use, recycling approximately 96 per cent of water at Phu Kham.

Fresh water for cooling systems, equipment, fire water and emergency eye wash stations is sourced from the Nam Mo River, while domestic water is drawn from bores and surface water supplies. Clean water diversion drains at the Phu Kham open-pit and TSF reduce rainfall capture, maximise recycling and minimise freshwater consumption and discharge.

The Ban Houayxai TSF is located a significant distance from the processing plant, preventing the recycling of water. However, water re-use is maximised within the processing plant area via a tailings thickener.

Water discharges

Steep, mountainous terrain and a tropical climate result in challenging seasonal run-off at both Phu Kham and Ban Houayxai.

While not located in areas of water stress, water balance models are implemented at both sites to manage water consumption, run-off and groundwater inputs. These models, supported by monitoring programs, predict water discharge volumes and address the containment of high-sulphur tailings and waste rock to prevent ARD. Most water entering the TSFs comes from rainfall run-off, with the remainder coming from processing activities and pit dewatering (at Phu Kham). Discharges are regularly monitored and assessed against World Bank, International Finance Corporation (IFC) and Lao water-quality standards.

Both the Phu Kham and Ban Houayxai operations have a positive water balance. Due to the significant annual rainfall, excess water is discharged in a controlled manner throughout the year. In 2024, controlled wet season discharge from the Phu Kham TSF occurred between May and October in accordance with Phu Bia Mining permit specifications. The Government of Laos is notified when discharge events occur and receives discharge volume and monitoring reports. All discharges were compliant with relevant water quality guidelines.

Elevated levels of total suspended solids (TSS) occur during the wet season and a correlation with low total dissolved solids (TDS) has been identified. TDS reduce in the wet season, when the water pond grows, and the TSS are too fine to be removed by filtration. Visible TSS disappear when the discharge water enters the Nam Ngum 2 reservoir at the ambient compliance location. Monitoring of surface water and borehole water quality confirms that TSS have a negligible impact on the environment.



Biodiversity

Our approach

As the number of companies mining in Laos grows, people are concerned that once abundant nature is being lost. The host community in Laos appreciates that PanAust has taken great care to plant replacement trees, release fish into natural rivers, and install dust and vibration meters. The Frieda River Project in Papua New Guinea sits in a high-value ecological zone, making it more important to protect critical habitats and water systems.

Biodiversity relates to nature and ecosystems conserved today and protected for the future with responsible land-use planning in exploration, operations and closure. Effective biodiversity management is not only a regulatory requirement but also a critical component of our social licence to operate. Mining often involves land disturbance and habitat disruption, which can significantly impact local ecosystems. Protecting and restoring biodiversity is important to minimise long-term environmental impacts for sustainable land use after mining operations cease.

Biodiversity and conservation assessments were undertaken for Phu Kham in 2004 and 2005 as part of the environmental and social impact assessment (ESIA) and in 2010 for Ban Houayxai as part of the environmental impact assessment and in 2022 for Ban Houayxai Extension as part of the ESIA. These baseline surveys identified potentially affected species and habitats and were used as a basis for the Phu Bia Mining Biodiversity Management Plan.

Measures include minimising the introduction of pests and invasive species, preventing habitat disturbance with a land clearance permit system, rehabilitating affected areas through progressive land restoration and monitoring biodiversity health to ensure that recovery goals are being met. Regular monitoring and adaptive management are also important, as well as collaboration with local communities, governments and environmental organisations. Aquatic surveys are undertaken annually and terrestrial biodiversity monitoring, as required.

Land use, rehabilitation and closure

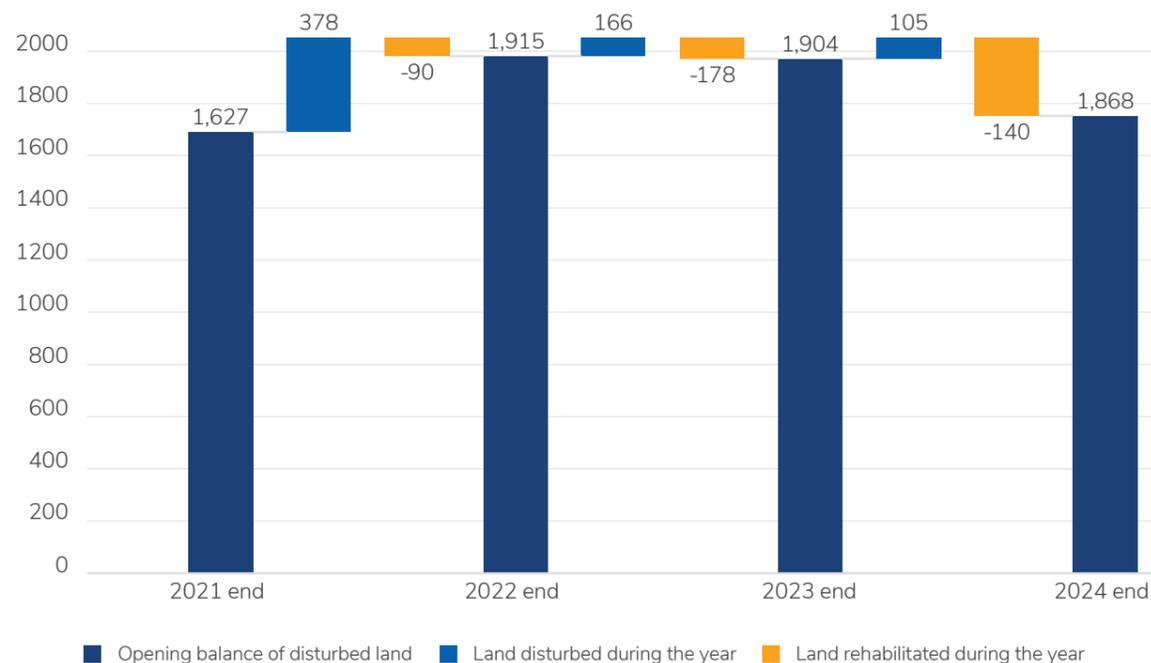
Land disturbance and rehabilitation data

Land disturbance and rehabilitation (hectares) Phu Kham and Ban Houayxai operations

	2022	2023	2024
Land disturbed and not rehabilitated (at start of year)	1,627	1,915	1,904
New land disturbed in reporting year	378	166	105
Land rehabilitated in reporting year	90	178	140
Total land disturbed and not yet rehabilitated (at end of year)¹	1,915	1,904	1,868

¹ Evidence of land disturbed data for Phu Kham, Ban Houayxai and Phu Bia Mining exploration activities could not be provided, hence it is not assured. Establishing a process to reconcile land disturbed by site each year represents a priority.

Total land disturbance (hectares)



Our approach

Progressive rehabilitation of the land is undertaken during operations and throughout the life of mine to ensure closure, stakeholder expectations, and environmental obligations are met.

Both Phu Kham and Ban Houayxai maintain nurseries to propagate native plant species and employ local people to hand-seed. Mechanised hydro-seeding is also used to promote revegetation and surface stability across disturbed areas when they are no longer required for operations.

Recognising the limitations on fully restoring areas like mining pits and tailings dams due to physical limitations, we work with stakeholders to determine appropriate future land use based on these four mine closure principles:

- Economic legacy:** Allowing local communities to sustain themselves at a higher economic standard than before we came.
- Environmental legacy:** Safe, stable, non-polluting landforms.
- Infrastructure legacy:** Assets responsibly transferred to new owners.
- Assured guardianship:** Relinquishing closed sites only when we are satisfied future guardianship is assured.

We align with the ICMM Mine Closure Principles and Integrated Mine Closure—Good Practices Guide (2019). Our updated Group Closure Standard was rolled out in 2023, led by our Closure Review Working Group and Closure Independent Review Committee.

Closure planning is done at all stages of a project's lifecycle and mitigation measures put in place to manage any risks incorporate the management of long-term closure risks.

In 2024 the Phu Kham preliminary mine closure plan was updated and submitted the Government of Lao in compliance with the Lao Mine Closure Decree.

A mine closure plan is a living document that outlines how Phu Bia Mining will safely, environmentally, and socially decommission the mines at the end of their operational life. The ultimate objective of detailed closure planning is to ensure the following aspects are adequately considered:

- Accurate Cost Estimation:** A detailed closure plan provides a robust, detailed estimate of closure costs. This is essential for financial provisioning and ensuring the company has the necessary funds to complete the work.
- Engineering and Design Detail:** It includes finalised engineering designs for critical closure activities, such as final landform rehabilitation, construction of water management structures for closure, and infrastructure demolition.
- Regulatory Compliance and Stakeholder Confidence:** A highly detailed and accurate plan demonstrates to regulators and stakeholders that the Phu Bia mining is fully prepared to meet its closure obligations. This helps secure the "social license to operate" and ensures a smooth transition for local communities.
- Risk Mitigation:** By identifying and detailing specific risks and mitigation strategies, a feasibility-level plan will minimise any unexpected challenges during the actual closure process.

Mine closure related studies progressed in Laos in 2024 include:

- ICMM Closure Maturity Framework Tool:** Used to operationalise the Integrated Mine Closure—Good Practice Guide.
- Climate related data review:** Resulting in recommendations for water balance modelling, closure water management and consideration of climate change in design.
- Technical investigations:** Into the geotechnical, geochemistry, groundwater, surface water management, socioeconomics and demolition aspects of closure.



Case study

Phu Kham pit closure—preliminary drainage channel design

Interview with Dean Fetcher—Manager, Projects and Governance, PanAust Limited, Australia

Why is it important to remove the water flowing into the Phu Kham pit at closure?

“Phu Kham mine is located in an area where rainfall exceeds evaporation. This results in an excess of water that needs to be managed to protect the pit from flooding. During operations, we diverted part of the Nam San Creek, a minor tributary of the Nam Mo River, around the pit. On closure of the Phu Kham pit, the Nam San Creek alignment will revert back to its original course. The pit will then fill with water over time with rainfall and run-off from the creek, eventually becoming a pit-lake. It will then need the closure drainage channel that is the subject of this case study.”

What is a closure drainage channel and how will it work?

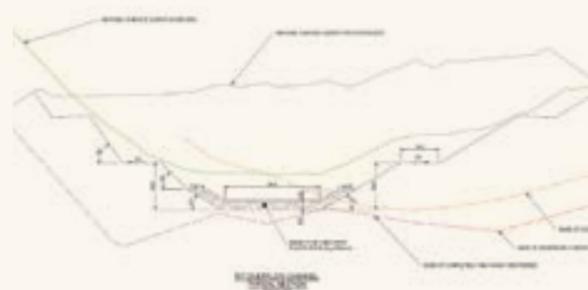
“Once the Phu Kham pit has filled to the spill level, the closure drainage channel will convey water in a controlled way, safely and sustainably into the Nam Mo River.”



Probably the standout success in 2024 was the confidence we gained that final pit water quality will meet the permitted quality criteria. And achieving greater confidence in the availability of an engineered solution for the pit post operations was also a big plus.

What work was done on the technical design for the channel in 2024?

“It has been a year of much progress. We evaluated the likely rainfall and run-off volumes to determine how long it will take for the pit to fill and investigated regional channel bed grades within the local geological environment. We used this information to determine the size of the closure drainage channel and the likely range of water discharge velocities for different rainfall events. A pit lake water quality model was also developed using historical pit water quality trends. Geotechnical drilling and modelling of the drainage channel helped to identify the most suitable location. And we made a start on the preliminary construction design and modelling, including equipment selection, access roads, and spoil disposal options. It’s a great project and we’ve been busy!”



What successes did you have with this project in 2024?

“Probably the standout success in 2024 was the confidence we gained that final pit water quality will meet the permitted quality criteria. And achieving greater confidence in the availability of an engineered solution for the pit post operations was also a big plus.”

What challenges did you face and how did you tackle them?

“This is a complex project in need of a strategic approach to schedule the different technical studies effectively. The design included multiple options, which we assessed through a Multiple Accounts Analysis process, allowing us to optimise the design.”

Do you see any challenges ahead?

“Yes. As further opportunistic mining occurs at Phu Kham, we need to maintain confidence that the preferred option remains fit-for-purpose. Verification of our design and modelling assumptions will be important as the project progresses through to detailed design. And, as always, securing the necessary resources always presents a challenge, in particular timing the construction works for when plant, equipment, and suitably skilled operators are available to make it happen.”



Case study

Ban Houayxai south pit back fill project

Interview with Suryatno Simanullang—Ban Houayxai Mine Planning Superintendent, Phu Bia Mining, Laos

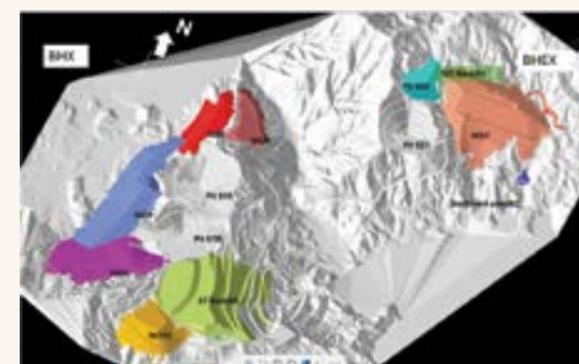
Why is it important to backfill pits once used for mining, such as the Ban Houayxai South Pit?

“Once mining is complete, the land we have used for mining, including the pits, is rehabilitated. It makes sense to undertake this rehabilitation as we go, which we call 'progressive closure'. Backfilling the South Pit at our Ban Houayxai mine site is a good example of this progressive closure.”

“This approach has many operational benefits, including reduced haulage distance for the waste rock, reduced water management costs in the pit, good preparation for future ore stockpiling, improved waste rock dump stability and reduced encapsulation requirements. Let’s talk through some of these benefits one-by-one. The reduced haulage distance relates to transporting the waste rock from stage 9 and upper level 1 of the Ban Houayxai mine site to the South Pit rather than the existing limited waste rock storage areas. The decrease in water management costs comes from backfilling the pit rather than leaving it as a void, resulting in less water to manage, thus reducing our environmental management costs. Last but not least, the backfilling allows us to start preparing our future stockpile area for the ore mined at the Ban Houayxai Extension.”

What work was done in 2024, including using the pit as a waste dump location?

“2024 was a big year for us, we achieved a lot. An economic study was done, the remaining ore was mined out to the bottom of the pit and backfill design and analysis was undertaken. We also started using the pit as a waste dump location with backfilling getting underway.”



Ban Houayxai and Ban Houayxai extension Pit and Dump layout-projected image over LoM.

Can you take us through the longer-term plans for progressive rehabilitation of this pit?

“The South Pit will act as a waste dump for Potentially Acid Forming (PAF) and Non-Acid Forming (NAF) waste. The PAF material will be encapsulated within oxide material to be ready for rehabilitation.”

What are the challenges with PAF material and how are they addressed?

“The challenge with the PAF material is to retain any acid formation during the wet season prior to encapsulation of the material. To achieve this, drainage has been constructed from the environmental rock dump body drain to the treatment/sediment pond at waste rock dump 2S.”

What successes do you anticipate from this project?

“Cost savings of US\$3.6 million could be achieved by the end of 2027 with this approach compared to the existing waste rock dump strategy. By providing a shorter haulage requirement for ore mined at the Ban Houayxai Extension to a new South Pit stockpile area, we can reduce ore haulage costs. This will have a knock-on benefit of higher productivity for the mining fleet, reducing the capital investment required for additional fleet. Overall, the lower unit cost of mining of \$1.57/t, including mobile maintenance, represents a success, as it supports future pit optimisation and extended mine-life.”

What challenges have you faced, how did you tackle them?

“The biggest challenge has been the limited availability of the oxide encapsulation material onsite. The mine closure team has worked with a third-party to find another solution, replacing this oxide material with the NAF compaction rock to encapsulate the PAF. This looks like a good ongoing solution for this challenge. Another challenge is the open pit growing in conjunction with increasing metal prices with limited space for waste rock dumps between the pit boundary and reservoir constraints.”



2024 was a big year for us, we achieved a lot. An economic study was done, the remaining ore was mined out to the bottom of the pit and backfill design and analysis was undertaken.

Climate change



The host community in Papua New Guinea is remote and doesn't know much about the outside world or what climate change is. PanAust can build awareness and educate the community, helping them understand how they can take climate action.

Christina Kiteng, Wameimin 2 Village host community, Papua New Guinea

Energy use and greenhouse gas emissions data

Energy consumption (terajoules)

Material	2022	2023	2024
Diesel	2,334.9	2,629.2	3,212.0
Electricity	1,594.6	1,490.1	1,467.6
Petrol	1.3	1.7	2.2
LPG	7.6	9.6	8.5

Energy intensity (kilojoules/tonne ore and waste mined)¹

Material	2022	2023	2024
Diesel intensity (kJ/t)	40,350	48,730 ²	50,756
Electricity intensity (kJ/t)	27,556	27,617 ³	23,191
Total ore and waste mined (kt)	57,867	53,955⁴	63,283

1 Includes Phu Kham, Ban Houayxai, Frieda River, exploration activities and offices.

2 2023 diesel intensity decreased from 48,742 after the addition of underground waste being included in the 2023 calculations in 2024.

3 2023 electricity intensity decreased from 27,624 after the addition of underground waste being included in the 2023 calculations in 2024.

4 2023 total ore and waste increased from 53,941 after the addition of underground waste being included in the 2023 calculations in 2024.

Greenhouse gas emissions (tCO₂e)¹

Greenhouse gas emission scope	2022	2023	2024
Scope 1 (direct greenhouse gas emissions) ²	198,839	222,456	253,008
Scope 2 (indirect greenhouse gas emissions from the generation of purchased electricity) ²	42,182 ³	39,396 ⁴	38,813
Scope 3 (greenhouse gas emissions from the broader project lifecycle including materials used, travel and transport)	169,177	170,928	213,095
Total emissions	410,198⁵	432,780⁶	504,916

1 Measured according to the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol.

2 Emissions include Phu Kham, Ban Houayxai, Frieda River, exploration activities and offices.

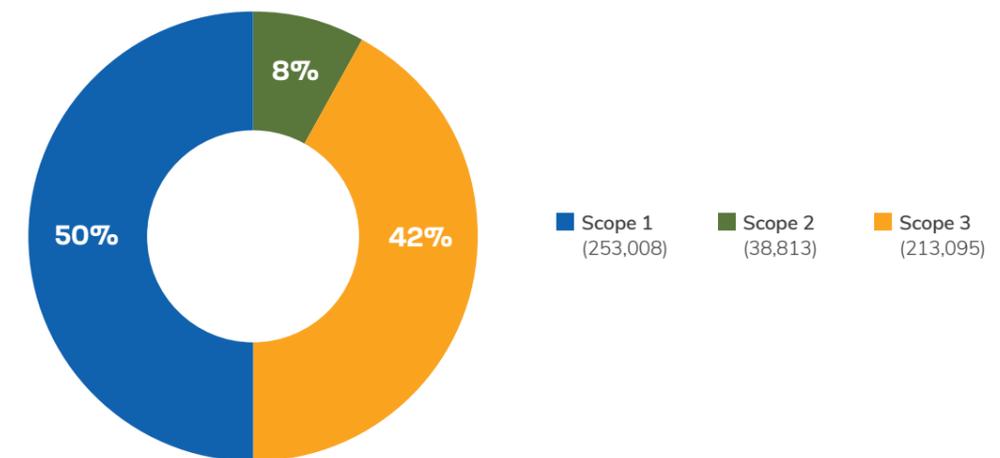
3 2022 figure increased from 18,426 as reported in the 2023 report due to the changed Laos electricity grid breakdown applied in 2024.

4 2023 figure increased from 17,194 as reported in the 2023 report due to the changed Laos electricity grid breakdown applied in 2024.

5 2022 figure increased from 386,442 as reported in the 2023 report due to the changed Laos electricity grid breakdown applied in 2024.

6 2023 figure increased from 410,578 as reported in the 2023 report due to the changed Laos electricity grid breakdown applied in 2024.

2024 total emissions by scope



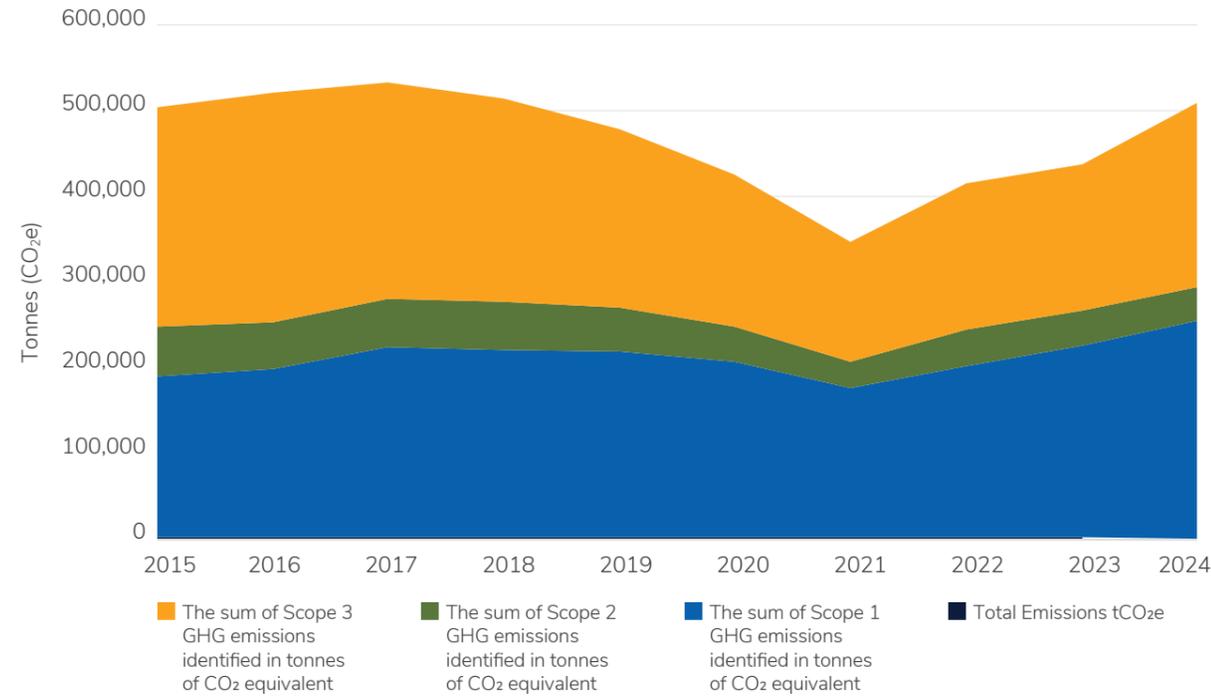
2024 greenhouse gas emissions (tCO₂e) by mine site¹

Greenhouse gas emissions	Scope 1	Scope 2	Scope 3	Total Emissions
Phu Kham Operation ²	150,254	24,965	76,556	251,774
Ban Houayxai Operation ²	101,570	13,594	53,974	169,138

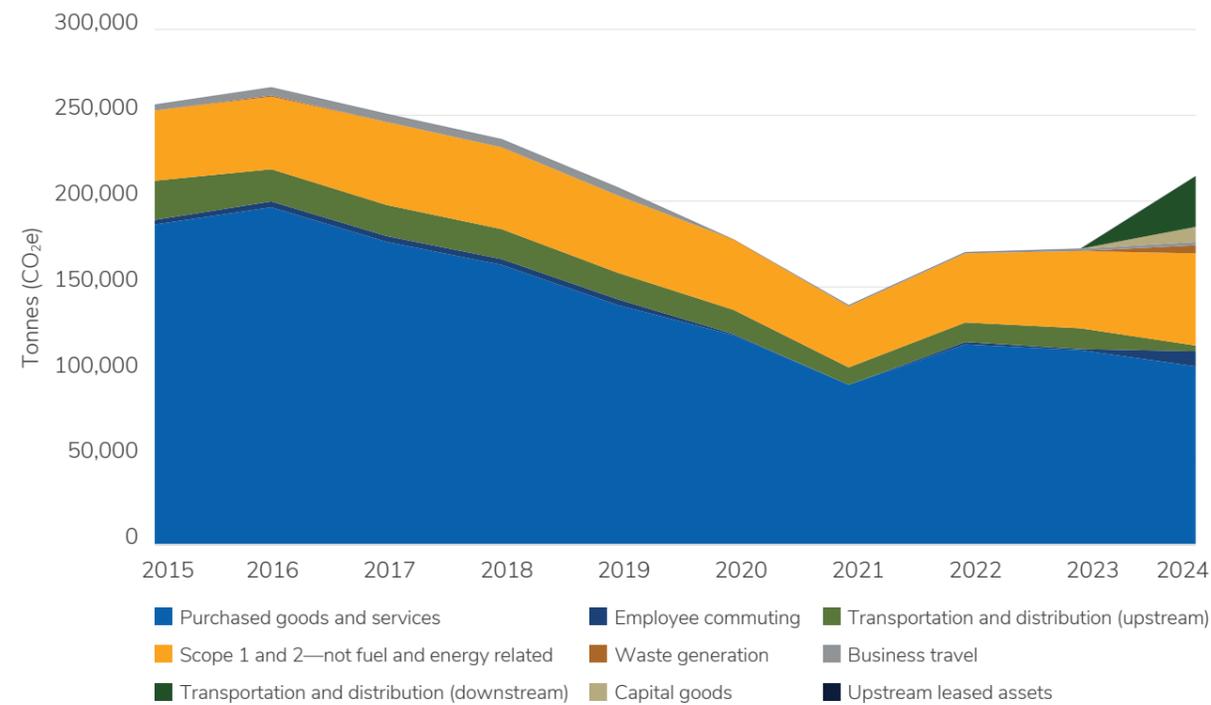
1 Measured according to the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol.

2 Emissions include Phu Kham, Ban Houayxai mining operations only. They exclude Logistics activities, the Frieda River Project, exploration activities and offices.

Total greenhouse gas emissions over time



Scope 3 greenhouse gas emissions

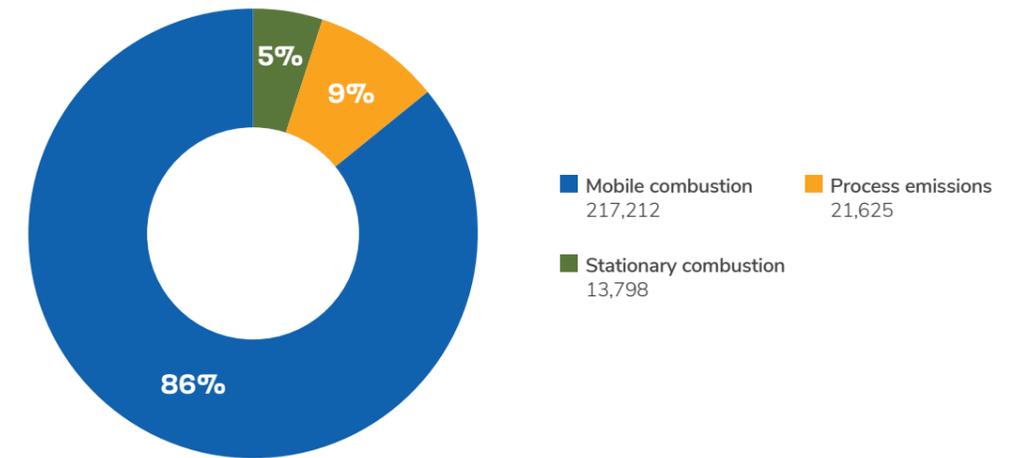


Greenhouse gas emission intensity

Greenhouse gas emissions intensity	2022	2023	2024
Phu Kham Operation (tCO ₂ e/t copper)	4.22 ¹	3.34 ²	4.83
Ban Houayxai Operation (tCO ₂ e/oz gold and silver)	0.12 ³	0.16 ⁴	0.16

- ¹ 2022 figure increased from 3.81 as reported in the 2023 report due to the increase in total scope 2 emissions from the changed Laos electricity grid breakdown applied in 2024.
- ² 2023 figure increased from 3.05 as reported in the 2023 report due to the increase in total scope 2 emissions from the changed Laos electricity grid breakdown applied in 2024.
- ³ 2022 figure increased from 0.11 as reported in the 2023 report due to the increase in total scope 2 emissions from the changed Laos electricity grid breakdown applied in 2024.
- ⁴ 2023 figure increased from 0.15 as reported in the 2023 report due to the increase in total scope 2 emissions from the changed Laos electricity grid breakdown applied in 2024.

2024 scope 1 greenhouse gas emissions by energy source (per centage of total and tonnes CO₂e)



Our approach



Energy use at Phu Kham and Ban Houayxai in Laos is primarily hydro, but the Frieda River Project is a remote site reliant on fuel. A solar farm in Papua New Guinea would dramatically cut energy costs, reduce the carbon footprint and take away the risk of transporting fuel such long distances. It would demonstrate to the government that PanAust is willing to take on board their climate change policies.

Joel Hamago, Country Manager, Frieda River Limited, Papua New Guinea

PanAust has a responsibility to undertake long-term climate risk assessments and set decarbonisation goals for the delicate ecosystems in which we explore, develop and operate. We are in host communities, taking the minerals from their land, and we must do the right thing by respecting their local environment.

Our approach to climate change relates to working towards a net zero contribution by tackling Scope 1 greenhouse gas (GHG) emissions (directly from operations), Scope 2 (indirectly from energy use for operations) and Scope 3 (indirectly from logistics, transportation and procurement).

Establishing adaptation plans is also important for the resilience of our assets and resources in the face of potential climate change impacts, whilst also helping communities and economies to withstand these potential climate change impacts. As a supplier of critical commodities such as copper, essential for renewable energy and electrification technologies, we also support global decarbonisation.

Energy and resource efficiency

As a substantial consumer of energy, fuel and electricity are significant cost drivers for us.

Projects to improve energy and materials efficiency are therefore encouraged to optimise resource use and reduce emissions. In 2024 several projects were undertaken across the Phu Bia Mining operations that resulted in significant reductions in diesel and electricity usage. A key project that resulted in a substantial decrease in electricity consumption was the replacement of the Phu Kham operations gyratory crusher with an eccentric roll crusher.

Introduction of the Eccentric Roll Crusher

The energy-intensive nature of comminution processes (crushing/sizing rock) has led to Phu Bia Mining to seek energy efficient innovations as part of the South Wall Cut-Back project at Phu Kham Operations. The Eccentric Roll Crusher (ERC) innovative design reduces energy consumption used to crush rock, and is also touted to increase throughput, improve service life, and reduce wear. The ERC was commissioned in early 2024 and by the end of 2024 the unit plus other operational efficiencies saved 3,950,161 kWh of purchased electricity compared to the decommissioned gyratory crusher for the equivalent crusher throughput. This electricity saving equates to a reduction in 375.26 t of CO₂e. The choice of the ERC to facilitate the South Wall Cut-Back at Phu Kham operations support our commitment to reduce emissions and to operate environmentally friendly mining technology.

We are also a member of the International Copper Association Australia (ICAA) and serve on its Board. The ICAA's multi-year program, Road to Zero, provides mining companies with clear perspectives on current and future technologies to increase efficiency and lower emissions.

Scope 1 GHG emissions

Our scope 1 emissions represent 50 per cent of our overall total. Mobile combustion is the largest component, responsible for 86 per cent of total Scope 1 emissions. Driver behaviour is important to delivering fuel efficient transport. Our 'Smooth Driver' fuel efficiency program helps reduce fuel consumption and emissions. The program is run using the Scania Fleet Management System (Scania FMS). The Scania FMS gives 24-hour access to key fleet details via the Scania Fleet Management Portal, including driver evaluation and vehicle evaluation reports. Since implementation of the program, driver results have improved with the average fuel burn around 1.7 km/L of fuel. The best 'Smooth Driver' performers are rewarded.

Scope 2 GHG emissions

Scope 2 emissions make up 8 per cent of our overall total. Electricity is used primarily in the crushing and grinding circuits at Phu Kham and Ban Houayxai, where the volume of ore being processed drives the load.

Scope 3 GHG emissions

Scope 3 emissions comprise 42 per cent of our overall emissions and relate to emissions associated with upstream sourcing, production and transportation of the goods and services we use, waste generated in operations, capital goods, leased assets, downstream transportation and distribution of our product, business travel and employee commuting. In 2024 the boundary of the scope 3 emissions included in the cradle to gate assessment was expanded to include emissions associated with downstream transportation and distribution to the PanAust customers port of delivery for the copper concentrate and gold silver doré.

Emissions drivers

Greenhouse gas emissions increased in 2024 primarily due to operational changes at the Phu Kham and Ban Houayxai Operations. As the Phu Kham pit deepened and additional cutbacks were undertaken to access lower ore bodies, haul trucks travelled longer distances and higher total elevations per trip, leading to greater diesel consumption and higher Scope 1 intensity (50,756 kJ/t). The expansion of material movement associated with these cutbacks also contributed to increased fuel use.

At the same time, energy efficiency improvements were achieved through the commissioning of the ERC at Phu Kham, which reduced electricity demand by approximately 3.95 GWh and shortened a major conveyor belt by almost one kilometre. However, part of this saving was offset by longer truck hauls to reach the relocated crusher site.

Scope 3 emissions increased mainly due to an expanded boundary of the cradle-to-gate assessment to include downstream transportation and distribution to customers' ports of delivery, in addition to existing categories such as purchased goods and services, capital goods, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, and upstream leased assets.

Emission performance

Between 2022 and 2024, total energy consumption rose 19 per cent and total greenhouse gas emissions increased 31 per cent, largely driven by higher diesel use linked to deeper and more material-intensive mining. Scope 1 emissions rose from 198,839 tCO₂e in 2022 to 253,008 tCO₂e in 2024, while Scope 2 emissions declined slightly due to reduced electricity use. Scope 3 emissions also grew, reflecting the expanded reporting boundary and greater logistics activity.

Despite higher absolute emissions, electricity intensity improved (23,178 kJ/t in 2024 versus 27,617 kJ/t in 2023) due to process efficiency gains from the ERC installation. Diesel intensity, however, increased (from 48,730 to 50,756 kJ/t), highlighting the challenge of maintaining efficiency during deeper mining phases. Overall, PanAust's emission profile demonstrates that while total output and mining depth have increased operational energy demand, targeted efficiency projects are helping to moderate growth in carbon intensity. Future reductions will focus on fleet optimisation, haul-route design, and renewable-hybrid energy options at the Frieda River Project.

Mandatory climate-related financial disclosures

In 2024, PanAust engaged an independent specialist to assess our preparedness for reporting climate related disclosures under the Australian Accounting Standards Board Mandatory Sustainability Reporting Standard (AASB S2). Using a 90-point internal checklist aligned to AASB S2, the review of underlying data and documentation found material gaps across a range of areas, consistent with a substantial increase in mandatory reporting criteria. Findings and a compliance roadmap were presented to the PanAust Leadership Team. The roadmap sets out 16 recommendations across AASB S2's four pillars—Governance, Strategy, Risk Management, and Metrics and Targets—plus cross-cutting actions. As PanAust is in the first reporting cohort (regime operative 1 January 2025), implementing these actions will position the company to report for FY2025 with publication in early 2026. Although AASB S2 provides first-year transitional relief for Scope 3, PanAust intends to disclose Scope 3 in its inaugural report given its existing processes.



Case study

Safely extracting ore in the wet monsoon season

Interview with Waran Saranart—Geotech and Hydro Design Superintendent, Phu Bia Mining, Laos

When is the monsoon season in Laos?

“The monsoon season in Laos typically occurs between May and October, with the highest rainfall between July and September.”

Was the 2024 season worse than usual?

“Yes, the 2024 wet season was worse, particularly during July and August. The rainfall was intense and very high frequency. This led to increased water management challenges for us and a higher risk of slope instability across both our sites.”

What happened?

“We experienced frequent and heavy rain with very few dry days. This caused ongoing problems with pit dewatering, access, and slope stability for Phu Kham Stages 11 and 14 and Ban Houayxai Stages 1 and 7. The ground stayed wet for a long time, which increased the risk of slope failure, slowed down ore recovery, and made it harder for us to move equipment. Even normal rainfall had a bigger impact than usual because the ground never had enough time to dry out.”

“The season showed where our systems worked well and where they fell short. It exposed issues like poor drainage, insufficient depressurisation, and limits to working in wet conditions. But it also confirmed that early planning, good monitoring, and strong teamwork helped us manage the risks. These tough conditions taught us useful lessons to improve wet season planning, pit design, and water control in the future.”



These tough conditions taught us useful lessons to improve wet season planning, pit design, and water control in the future.

Was ore extraction at Phu Kham and Ban Houayxai affected?

“We encountered several challenges during final ore extraction at both sites. We had delays from water ingress and restricted access during peak rainfall. Multi-bench and localised slope failures made things difficult, as did instability within the critical faults zone, lithology contact and poor rock mass classification. Unfortunately, we had low productivity as equipment became increasingly difficult to move in the wet conditions.”

Will you do things differently in the future?

“The first thing that springs to mind is the need for early wet seasonal management planning, including pre-monsoon depressurisation drilling and slope protection ground support. We can also improve the real-time slope monitoring system in the future to detect early signs of failure in weak zones. Wet-season assumptions are already integrated into our geotechnical risk registers and designs, but we now realise they need updating with a more conservative approach. And we can further enhance collaboration between key teams on our integrated wet season strategy, namely geotechnical, hydrogeology, mining operations and mine-planning.”

If you could sum up the 2024 wet monsoon season in a couple of words, what would they be?

“Challenging and wet!”

05

Health, safety and wellbeing performance



Human capital



It is easy to see the difference between PanAust and other mining companies in Laos when it comes to health and safety performance.

Aekananh (Aek) Keosouvath, Head of Coverage—ANZ Lao Branch, ANZ

Material issue

Health, safety and wellbeing

Physical and mental health, safety and wellbeing of our people are protected with a Zero Harm philosophy, visible leadership driven safety culture, behavioural based safety observations and leading indicator programs.

Contractors are also trained in our Health and Safety Management System. Significant incidents are prevented and controlled to avoid fatalities, injuries or ill health, environmental impacts and damage to local communities and infrastructure.

Key metrics

Metric	2020	2021	2022	2023	2024	Performance
No. fatal work-related injuries	1	0	0	0	0	No change —
Total Recordable Injury Frequency Rate	0.43	0.22	0.89	0.32	0.07	79% ↓
Lost Time Injury Frequency Rate	0.07	0.15	0.07	0.06	0.00	100% ↓
No. employees, private and public security personnel trained in voluntary principles and use of force	617	520	511	1,126	838	26% ↓

Introduction

Nothing is more important than the health, safety and well-being of our people.

It will always be our top priority. We are proud of our track record of doing the right thing and maintaining our focus on safety. Known for caring about our people, protecting them and training them well, we take this approach to any new activities, no matter the location. If people are given good conditions, we know the Company will experience strong development, with reduced absenteeism and incidents. But more than that, prioritising health and safety lifts the satisfaction, productivity, morale, loyalty and retention of our people. Even with the changing nature of our operations, a good safety record makes our people feel at ease and secure, and that is always a priority for us.

In this chapter, we start with data on our safety performance, followed by our approach to health, safety and wellbeing. The way we do things is comprehensive and well established; it has been a priority for a long time. We have controls, rules, inductions, and forums, alongside incident reporting, emergency response, contractor management, and fitness for work. We share two case studies on our approach, one from Mark Stirling, Risk Manager, Laos, on the achievement of Certificate IV in Safety by our Lao Safety Team (see page 88) and one from Ketrat Sudket, Senior Risk and Project Advisor, Laos, on the development and implementation of the Phu Bia Mining Safety Award Program (see page 93).

Health, safety and wellbeing

Employees and contractors covered by a safety management system at 31 December 2024

Site/Country	Number of employees ¹	Number of contractors	Per centage of employees and contractors covered
Brisbane head office, Australia	37	10	100
Phu Kham Copper-Gold Operation, Laos	1,029	332	100
Ban Houayxai Gold-Silver Operation, Laos	532	248	100
Commercial, Logistics, Projects, External Affairs and Business Support functions, Laos/Vietnam/Thailand	2,041	809	100
Exploration, Laos	77	58	100
Frieda River Project, Papua New Guinea	26	7	100
Total	3,742	1,464	100

¹ Average numbers for 2024.

Reportable incidents (controlled work sites)¹

	2022	2023	2024
Employees			
Working hours	11,374,295	12,096,006	11,122,467
Fatalities	0	0	0
Fatal Injury Frequency Rate (FIFR)	0.00	0.00	0.00
High consequence work-related injuries ²	0	0	0
High Consequence Frequency Rate (HCFR)	0.00	0.00	0.00
Total recordable injuries	10	4	1
TRIFR	0.88	0.33	0.09
Lost time injuries	0	1	0
LTIFR	0.00	0.08	0.00
Occupational illness	0	0	0
Contractors			
Working hours	3,227,172	3,387,235	3,144,538
Fatalities	0	0	0
FIFR	0.00	0.00	0.00
High consequence work-related injuries	0	0	0
HCFR	0.00	0.00	0.00
Total recordable injuries	3	1	0
TRIFR	0.93	0.30	0.00
Lost time injuries	1	0	0
LTIFR	0.31	0.00	0.00
Occupational illness	0	0	0

	2022	2023	2024
Combined employees and contractors			
Working hours	14,601,467	15,483,241	14,267,005
Fatalities	0	0	0
FIFR	0.00	0.00	0.00
High consequence work-related injuries	0	0	0
HCFR	0.00	0.00	0.00
Total recordable injuries	13	5	1
TRIFR	0.89	0.32	0.07
Lost time injuries	1	1	0
LTIFR	0.07	0.06	0.00
Occupational illness	0	0	0

¹ Controlled work sites include data for both employee and contractor injuries and workhours; injury rates are the number of injuries for every million hours worked for the year.

² High consequence work related injuries are injuries where the worker, cannot, does not or is not expected to recover to their pre-injury health status within six months.

Our approach

Achieving business objectives while ensuring the safety of our workforce and host communities is fundamental to PanAust's success and aligned with our core values. Through visible leadership and consistent action, PanAust's leaders promote a culture of Zero Harm at every level.

Visible safety leadership is championed across the Company, recognising that a risk-aware workforce is essential to achieving Zero Harm outcomes. To reinforce this, PanAust integrates behavioural-based safety programs into its remuneration incentives, driving a cycle of continuous safety improvement.

Leading indicator programs are designed to prioritise proactive safety measures, including hazard identification, Job Safety Observations (JSOs), workplace inspections, planned task observations (PTOs) and comprehensive safety training. These initiatives not only support day-to-day operations but also contribute to long-term improvements in safety performance. Health and safety risks are managed through the Safety Management System, based on ISO 45001, the international safety management system standard. PanAust extends its commitment to health and safety beyond its operational boundaries throughout the supply chain, by influencing outcomes through contractual agreements and rigorous contractor HSEC standards.

PanAust has established specific safety standards that set the minimum expectations for managing 19 high-risk activities and topics, known to historically contribute to fatalities and material unwanted events in the mining industry.

These include:

1. Aviation and aircraft charters
2. Confined spaces
3. Cranes and lifting
4. Electrical safety
5. Explosives and blasting
6. Fitness for work
7. Ground control
8. Hazardous materials
9. Isolation and lockout
10. Light vehicles
11. Medical assessments and health surveillance
12. Mobile equipment
13. Occupational Hygiene
14. Rotating and moving equipment
15. Tyres and rims (above 24 inches)
16. Unexploded ordnance
17. Vessels under pressure
18. Working at heights
19. Working near water

These standards are regularly reviewed by both internal subject matter experts and external specialists to ensure they remain up-to-date and relevant to our operations. Incidents and risks are continuously assessed to identify emerging hazards and when necessary, new Group Safety Standards implemented. The Cardinal Rules target high-risk activities within the mining industry that have historically caused serious harm. At PanAust, these include a Laos-specific Cardinal Rule addressing the potential presence of unexploded ordnance (UXO).

Due to the serious consequences of breaching these rules, they are designed to be unambiguous, and employees are trained to fully understand their significance, comply with them and mitigate any risks effectively.

PanAust's Cardinal Rules

1. Never operate any mobile equipment while under the influence of alcohol or drugs.
2. Never operate any mobile equipment unless specifically licenced, trained or properly authorised to do so.
3. Never maintain any equipment before first rendering it safe by isolation, unless specifically licensed, trained or properly authorised to do otherwise.
4. Never remove, modify, or bypass a Safety Protection Danger Tag or Lock unless properly authorised to do so.
5. Never work at heights greater than 1.8 metres unless either the work area is fully guarded to prevent falls or appropriate personal fall protection is worn.
6. Never enter a designated confined space unless properly authorised.
7. Never instruct another person to breach a Cardinal Rule.
8. Supplementary Cardinal Rule for Laos: Never handle any item of UXO or related military objects unless qualified/licensed to do so.

Safety induction

Before commencing work at a PanAust-controlled site, employees and contractors are required to complete a safety induction. This covers general safety procedures, workplace-specific guidance, hazard identification and Take 5 or Take 5 Underground training. Mandatory core safety programs and specialist training for high-risk activities are also offered. Training requirements are carefully assessed based on an individual's location and role. Mandatory training is provided free of charge to employees and contractors, with contractors charged a nominal fee for non-mandatory and specialist high-risk work training. Short-term visitors (consultants, guests) undertake a Visitor Induction and are escorted by a host whilst on site.

The general induction for employees and contractors in Laos includes mandatory, employee-specific and location and role specific training.

Safety training

In Laos, general induction training is designed and delivered internally. Specialist courses, such as fire extinguisher training, are conducted by the Fire and Emergency Services Department, while high-risk work licences are issued through the Risk Department High-Risk Work (HRW) Training Team. All training is available in Lao and English, and most training is also available in Mandarin.

Basic hazard identification training empowers the workforce to actively identify hazards as part of their routine work, address them immediately or report them to a supervisor using a 'hazard identification form.' They can also use Take 5 (part of the general induction), job safety analysis, workplace inspections, job safety observations and planned task observation processes.

Once identified, hazards are assessed using PanAust's risk management framework, and controls implemented to either eliminate or reduce the associated risks, using the hierarchy of controls. The PanAust Way emphasises that no one should compromise their own or others' safety by engaging in activities they believe to be unsafe. Employees are empowered to stop any unsafe activities, real or suspected, and are protected from threats or reprisals when reporting legitimate safety concerns.

In 2024, PanAust carried out 25,297 hours of safety inductions and Health, Safety and Environment training at its Laos operations, compared to 42,250 hours in 2023. The 40 per cent decrease in training hours in 2024 is due to the cyclical nature of the training schedule for personnel. The training is valid for two years and as such accounts for the increase from 2022 to 2023 and then the decrease again from 2023 to 2024. Also, in 2023 the HRW and HSEC Training teams moved across from the Phu Bia Mining Human Resources group to the Risk Department to focus on operational training and assessment.

Safety incident and risk management

Our Group-level Incident Management Procedure, aligned with Minerals Council Australia (MCA) Guidance, standardises how we notify, classify, investigate and report incidents. We apply the Incident Cause Analysis Method (ICAM) for significant and high-potential events, implement corrective and preventive actions, and track closure to verify effectiveness. Records are maintained in the PanAust Enterprise Risk Management (ERM) system, linking incidents to relevant risks, controls and legal obligations to enable trend analysis and learning across sites.

Governance and oversight

Senior managers oversee significant incident investigations, considering Group-wide implications and emerging risks. In 2024, we formalised quarterly Incident Review Meetings at Group level to review the progress of investigations into significant and high-potential incidents, including any events that activated a site-level Significant Incident Management Team (SIMT). These reviews confirm root causes, assign accountable owners and due dates, and ensure cross-site learnings are communicated and embedded.

Engagement and learning cadence

Instead of a single annual Safety Summit, we maintained a distributed program through 2024:

- Monthly HSEC forums (virtual/hybrid) for leaders and supervisors to align priorities and share learnings.
- Six-monthly contractor safety workshops to strengthen expectations and close common findings.
- Weekly toolbox meetings across operational teams to reinforce critical controls and lessons learned.
- Critical control verification campaigns focused on material risks (e.g. geotechnical, TSF, energy isolation), with results shared Group-wide.
- Learning bulletins and toolbox packs issued after incidents/near misses, with action tracking to closure.

2024 activity snapshot

- **4,543** health and safety-related toolbox meetings, a slight increase with the introduction of new contractors and some consolidation of Phu Bia Mining work teams compared to the 4,514 held in 2023.
- **13** health and safety committee meetings. This is a reduction from the 22 meetings held in 2023 as the operational site teams have consolidated the meetings for both the Phu Kham and Ban Houayxai sites into a single unified meeting covering both operations. The meeting locations are rotated between sites and now include a site inspection by the HSEC Committee representatives and Safety team as part of the meeting agenda.
- **7** contractor HSEC audits compared to 11 in 2023. The decrease in Contractor HSEC Audits from 2023 to 2024 is due to the focus on upgrading the Contractor HSEC Requirements and Contractor HSEC Audit criteria to reflect the maturity of safety performance and management systems of our contractors. The review and development have taken several months, and the requirements and audit tool will be rolled out in 2025 after upskilling our safety personnel and awareness with our contractors.

Emergency response

Each operation has emergency response plans, and the Company has a well-established crisis and emergency management 3-tier structure, which is tested regularly to ensure that team members are proficient in their roles. Dedicated professional fire and emergency services teams complete training equivalent to an Australian Certificate III in Mines Emergency Response and Rescue. For more information about the Company's crisis management framework, see page 111.



Case study

Certificate IV Qualification for the Lao safety team

Interview with Mark Stirling—Risk Manager, Phu Bia Mining, Laos



What is the Certificate IV qualification and how does it add value for the business?

“We were keen to establish a common baseline of safety knowledge across our Lao Safety Team, but unfortunately there is no formal qualification for this in Laos. Looking further afield, we identified a formal Australian safety qualification, the Certificate IV in Occupational Health and Safety that suited our need. The training and assessment for Certificate IV adds value to the business through the alignment of the knowledge of our Safety Officers and therefore the overall standard of safety support services provided.”

What was involved in achieving Certificate IV?

“Two groups of Safety Officers attended six days of training on site with an external nationally accredited training provider. This included classroom and field work as well as individual and team-based activities and assignments. Assignments were submitted over a six month period and assessed against Australian Qualification Framework competencies.”



It makes a statement that we invest in our people and in safety and health, also reflected in our safety performance.

What challenges did they face and how did they tackle them?

“Language and translation presented a key challenge, along with the additional time needed to understand the intent and context of some course materials and requirements. We knew language would be an issue, so we selected a training organisation with experience delivering training to groups where English was not their first language. It was also important to allocate extra time for Q and A and discussion to ensure everyone had properly understood the course content. The trainer was impressed with the experience, dedication and understanding of our Safety Officers.”

What happens next?

“Everyone will complete the course by the end of June 2025 and, once their assessments are all complete, we look forward to holding an award ceremony to celebrate their success. Having our Safety Officers hold an internationally recognised safety qualification sets our business apart from other mining companies in Laos. It makes a statement that we invest in our people and in safety and health, also reflected in our safety performance.”

If you could sum up this Certificate IV achievement a couple of words, what would they be?

“Passion and dedication to safety is making a difference across the business.”

Safety performance

PanAust’s total TRIFR of 0.07 in 2024 is significantly lower than our target of 0.93 and continues to be substantially better than the global industry average¹ of 2.29.

This low TRIFR is particularly commendable given our increasing risk profile as underground development work continues and major civil construction activities are underway at Ban Houayxai.

Our LTIFR of 0.00 in 2024, with zero lost-time injuries (LTI), is also significantly lower than our target of 0.20. Total recordable injuries (TRIs) for employees reduced from 5 in 2023 to 1 in 2024. The one recordable injury was related to an employee sustaining a finger laceration from striking a piece of equipment with their hand while carrying out maintenance work.

The most common work-related injuries for both employees and contractors were sprains and strains (35 per cent) and lacerations (30 per cent), which together accounted for more than 60 per cent of all injuries. The principal areas of the body injured were hands and fingers (35 per cent), with bio-mechanical products and equipment (non-powered) contributing to 45 per cent of incidents.

Categories of control

Controlled

Controlled activities include:

- Those undertaken on PanAust-owned or leased sites, regardless of who is carrying out the work, including contractors.
- Where our employees directly supervise or conduct work on non-PanAust-owned or leased sites.
- Transport of the workforce on a public road by an employee, appointed contractor or private charter exclusively for PanAust.
- Product transport via PanAust operated and maintained vehicles.

Our recordable safety statistics include controlled work-related activities where we can set, supervise and enforce safety, health, environmental and community standards. Only controlled activities are included in our recordable safety statistics and reported externally.

Influenced

Influenced activities are conducted by contractors exclusively on PanAust’s behalf, not on controlled sites but with the potential to expose our employees, contractors or members of the public to injury or incidents. Contractors are required to have sufficient management structures and systems in place and PanAust provides oversight through regular audits and site visits. Influenced activities also include:

- Haulage of PanAust product and public road maintenance performed by a third-party contractor in the host country of operation.
- Contractors providing a private transport service for their own workforce from a host community to a PanAust site.
- Contractors transporting high-risk dangerous goods (in bulk) on PanAust’s behalf.

Monitored

Monitored activities are similar to influenced activities, but with a lower risk of exposure, hence the level of oversight from PanAust may be less frequent. This includes haulage of PanAust product external to the host country of operation.

Uncontrolled

Uncontrolled activities are where PanAust has no influence, such as commercial public transport services, beyond the ability to select the provider based on performance.

¹ International Council Metals and Mining (ICMM) Safety Performance Report; Benchmarking progress of ICMM company members in 2024.

Health and wellbeing

Vehicle incidents

A key area of increased risk for the Company is the volume of third-party trucks on the Asia Development Bank #9 (ADB9) road in Laos. This is the main logistics route for the transport of consumables, copper concentrate and limited personnel for the Phu Kham Operation.

Use of the ADB9 has increased significantly over the last four years, with third-party truck movements up to 200 per day. This causes road accidents involving the public, numerous near-misses with our mining vehicles, frequent road blockages, and degradation of the road surface. We work closely with the Xaisomboun provincial government and the third-party companies to address these issues as much as practicable.

ADB9 road conditions and third-party driving behaviour were identified as significant risks to our haulage and employee transport. The Phu Bia Mining logistics team developed a two-stage approach to mitigate these risks. Stage 1 focused on short-term collaboration with the Ministry of Public Works and Transport to provide additional personnel at the weighbridge near Phu Kham to ensure third-party compliance with weight restrictions. Safety signage was also installed, and local police engaged to escort Phu Bia Mining convoys and enforce traffic safety. Stage 2 involved longer-term measures, such as the introduction of a mass transit ferry service across the Nam Ngum II reservoir between Phu Kham and Ban Houayxai, allowing us to reduce employee transport on the ADB9 by 80 per cent.

Contractor management

PanAust works closely with local contractors, many of whom have little to no mining experience, to enhance their safety culture. This presents challenges, and contractor management continues to be a high-risk area.

Our Group Contractor Management Standard outlines health, safety and environmental requirements for contractors and PanAust contract owners, with templates and supporting documentation provided on our intranet and file-sharing platforms. Training for contract owners and superintendents reinforces our expectations and ensures effective implementation of the Standard. Contractor facilities, risk registers, training programs, and safety management system compliance is regularly audited. In 2024, several contractor HSEC systems audits were conducted and involved our contract managers. The Contractor HSEC Requirements Audit criteria has been reviewed and updated as part of a step change in contractor maturity and will be rolled out in 2025.

For long-term contractors directly supporting our operations in Laos, we provide support by embedding our own maintenance and safety staff at their facilities. Having been in place for several years, this approach has improved contractor maintenance practices and safety performance. We also host contractor safety workshops in Laos to facilitate constructive two-way dialogue. These workshops help contractors assess their position on the safety spectrum and identify ways to improve their organisational safety culture. They also provide PanAust with valuable insights into the issues affecting contractor safety performance and opportunities to collaborate on solutions to manage and mitigate these risks.

Occupational health

Malaria is the main occupational illness risk for our employees and contractors in Papua New Guinea. In 2024, no cases of occupational illness were recorded across PanAust, attributed to actions in Papua New Guinea and Laos to control vector sources.

Malaria is not so much of an issue in Lao, but rather Dengue fever—also a mosquito-transmitted virus. This includes consistently monitoring for, and preventing the accumulation of standing water, mosquito fogging of camp facilities, use of Permethrin treatment on mosquito nets and in the laundering of clothing on-site.

PanAust's operations in Papua New Guinea and Laos are in remote areas with limited government infrastructure to handle complex or severe medical emergencies. Our own ability to manage medical emergencies is therefore vital to the health and safety of our employees and host communities. Hence, our operations each have medical clinics equipped for trauma management, staffed by doctors and/or paramedics, also providing emergency services to host communities. Our Operations in Laos also have dedicated occupational health and hygiene teams, ambulances and fire and emergency service vehicles. They perform pre-employment medical checks, functional assessments, drug and alcohol testing, medical consultations for non-work-related health issues and education programs relating to alcohol and drug awareness, paediatric health, family planning and good personal hygiene practices. The Lao emergency management protocols are comprehensive, well-developed and of high quality to respond to events.



Fitness for work

Operation of heavy equipment by a workforce on long rosters and shifts requires a workforce that is 'fit for work' to prevent work-related injuries. Being 'fit for work' involves being physically and mentally capable of performing duties without jeopardising anyone's safety.

Factors such as fatigue, excessive alcohol use, drug use and unreported injuries or illnesses can compromise fitness for work and pose serious risks to workforce safety. PanAust's Group Safety Standard—Fitness for Work outlines the minimum safe work requirements and supporting programs, such as the Incident Free Program in Laos.

The Company enforces a strict drug and alcohol policy for all employees and contractors, including zero tolerance for illegal drug use and a 0.00 blood alcohol content (BAC) at all operational and exploration sites. Random drug and alcohol testing is undertaken, with processes in place for declaring prescription medications and self-testing BAC before arriving at work. In 2024, there were six positive drug tests from 7,865 tests and 48 breaches of the 0.00 BAC policy, from over 500,000 BAC tests.

All injuries and illnesses, whether work-related or occurring in our camps or during breaks, must be reported to the Company's medical clinics. These clinics determine an individual's ability to perform their duties safely. To encourage reporting, PanAust operates 24-hour medical clinics at its operations in Laos and provides 24-hour access to medical support at its project site in Papua New Guinea. Staff are encouraged to seek free private consultations and treatment whenever they feel unwell. In 2024, Laos operations conducted 25,633 medical consultations.

Managing fatigue is a critical component of ensuring fitness for work, and PanAust's Group Fatigue Management Standard covers:

- Fatigue risk assessments.
- Roster and work hour oversight.
- Work and workplace design.
- Travel and transport assessments.
- Accommodation, food and recreation facility assessments.
- Education and information for the workforce.

The Company introduced the Caterpillar Driver Safety System across its 777D 100 tonne mine truck fleet at Phu Kham and Ban Houayxai in 2020 and throughout its concentrate haulage fleet in 2021. This system detects operator fatigue before fatigue-related incidents occur. In 2024, there were two fatigue-related incidents recorded, one at Phu Kham and the other at Ban Houayxai, an improvement on three the previous year as the system becomes more embedded across our team of operators.

Wellbeing

Supporting the mental, emotional and physical health of workers not only enhances safety but also boosts productivity, morale and employee retention.

A healthy workforce is more alert, less prone to accidents and better equipped to handle the pressures of the job. An annual psychosocial safety survey is undertaken at PanAust's head office in Brisbane using the People at Work psychosocial safety survey. As our operating sites are overseas, we assess psychosocial risks at site level using locally appropriate tools and worker consultation, with any actions tracked through our event management system. We also provide confidential Employee Assistance Program support to our workforce and implement roster design and camp-amenity measures to reduce fatigue (e.g. managing hours and travel time, sleep-friendly accommodation and access to healthy meals and recreation). While surveys indicate minimal psychosocial risk for head-office staff, we will continue to run the survey annually as a pulse check and monitor site-level actions to identify any change in risk over time.



Case study

Phu Bia Mining safety award program

Interview with Ketrat Sudket—Senior Risk and Project Advisor, Phu Bia Mining, Laos

What is the Phu Bia Mining Safety Award Program?

"The Program was first developed in March 2024 to encourage safety innovation in the workplace. Communication to Phu Bia Mining personnel started in October 2024 with submissions due in November 2024. We wanted to inspire employees and contractors working in our Laos operations to come up with original solutions to specific safety issues. We were hoping for some practical initiatives to reduce risk, ideally with the potential for wider application, and we weren't disappointed!"

How did you score the entries, what were the criteria?

"The Risk Department had the difficult task of coordinating the nine judges' assessments of the entries based upon the following 5 category criteria:

1. **Innovation:** Design and implementation of an innovative system or procedure to improve health and safety in the workplace.
2. **Deliverable:** Delivery of a measurable and sustainable safety improvement and the ease of the process used to achieve it.
3. **Transferable:** Potential for the initiative to be used, modified or transferred to other departments or business units across our operations in Laos.
4. **Leadership:** Excellence in safety leadership from those involved, improving safe working processes while also reducing costs.
5. **Conformance:** Clear demonstration of compliance with our Safety Standards and Health and Safety Management System requirements."

Was there a lot of effort involved in entering the awards?

"Yes—but we wanted entrants to put their best foot forward by showcasing their good work to encourage as much uptake of these great ideas as possible. So, in addition to completing their entry, entrants also took part in the Safety Award Fair in January 2025, for which they prepared a poster to display their safety innovation. Posters were printed in 3 languages, English, Laos and Mandarin, and were presented to the workforce, who could also vote for their favourite initiative. These votes contributed up to 10 per cent of the overall final assessment scores. Even with all the effort involved, we were pleased to receive nine entries in total, two of which came from our contractors."

What was the reward, what prizes were up for grabs?

"At the awards night at the end of February 2025, there were some great prizes up for grabs! Prize values ranged from US\$500 for the overall winner to US\$300 for each criteria winner, US\$200 for the overall runner-up and US\$100 for each criteria runner-up."

Who won?

"All the entrants deserve a mention, but let's focus on the overall winner and runner up."

The winner

"The Slope Stability Radar was the overall winner for detecting progressive movement in an overhanging rock on the west wall of Phu Kham Pit Stage 10, which put personnel at risk. For years, this block showed no signs of deformation, but the Geotechnical Engineer remained vigilant, monitoring it closely. When it reactivated in 2024, this was picked up immediately and personnel and equipment evacuated. The radar technology, supported by extensometer and prism data, allowed accurate prediction of when the slope would fail, an approach we can use elsewhere."

The runner-up

"The replacement of an 11 t Thickener Feedwell within 96 hours in a confined and elevated work area on an uneven surface was the well-deserved overall runner up. This project successfully tackled multiple high-risk challenges during the wet season. They started by identifying a safer, more efficient way to enter and exit the confined space, using a side wall hatch never used before. Pre-assembly at the contractor's workshop gave everyone clear insights into the installation. And the job safety analysis communication had everyone on the same page. Nice work!"

Any final words on the program?

"At the awards night in February 2025, Tony Arena, General Manager Growth and Development, summed things up perfectly, "Thank you to the Risk Department for making this program and event happen, the judges for their participation in the assessment process, our employees and contractors for taking part in the Safety Award Fair and the voting and last but not least, the entrants for their professional work and submissions. Congratulations to all winners and runners up. The real winner here tonight is Phu Bia Mining as a company as we get to showcase what great innovation and ideas we can produce in our business."

Security

Security data

Voluntary principles on security and human rights training

Laos People Army (LPA)	Loss prevention and private security	Total
740	98 loss prevention and private security	838

Our approach

PanAust is a member of the Voluntary Principles on Security and Human Rights, implementing clear guidance and procedures to manage the human rights aspects of security at its operations and projects. We continue to monitor our security processes, procedures and training in Laos and Papua New Guinea, tailoring our approach to these jurisdictions.

PanAust has security staff assigned to its operations in Laos. The Phu Kham and Ban Houayxai Operations are both located in Xaisomboun Province, historically the location of insurgent activities, arising from remnants of the Indo-China conflicts of the 1970s. While now stable, legacies of conflict remain. At times, regional security incidents have occurred near the operations and around our exploration sites. Periodically, these incidents have resulted in temporary restrictions on operational and logistics activities.

In 2024, no security incidents relating to local security threats were reported. Much of this can be attributed to ongoing economic development in the region and opportunities provided by PanAust.

In Papua New Guinea, private security contractors are used on an ad hoc basis, with each assessed for their ability to meet PanAust requirements and commitments to the Voluntary Principles on Security and Human Rights. A MoU is in place with the Royal Papua New Guinea Constabulary addressing our Voluntary Principles on Security and Human Rights obligations.

Lao People's Army

PanAust's strict security protocols progressively restrict unnecessary remote work activities, workforce movements and operational activities based on proximity to operational areas and several risk factors.

This is aimed at minimising the need for further response and/or the potential for conflict to impact the workforce. The Government of Laos requires the LPA to have a presence at PanAust's operations in Laos.

In 2024, the LPA presence was increased to a total of 260, to support the expansion of mine development and offsite exploration work programs. We have a MoU with the LPA outlining our expected standard of behaviour and use of force expectations. The LPA escorts the mass transit of PanAust personnel to and from site with Loss Prevention Officers and local police. LPA and Loss Prevention Officers are stationed at key access and strategic locations in the MEPA Contract Area to deter unauthorised ASM, third-party encroachment activities, and protect our assets. LPA leaders are provided with mobile communications, camps and ongoing food and water supplies. Loss Prevention Supervisors connect with these teams daily and provide oversight.

Each quarter a joint meeting is held with senior LPA Officials for an update on activities and to discuss any issues. Actions are tracked and the relationship continues to mature. Prior to their deployment, members of the LPA are required to complete our induction program, including safety, the use of force as it relates to the laws of Laos, key components of the Voluntary Principles on Security and Human Rights underpinned by The PanAust Way, the Company's Values and other behavioural guidelines. Additional training is provided in relation to first aid and snakebite management due to working in remote jungle locations.

Our Loss Prevention Team perform unarmed access control, static security and emergency response functions at Phu Kham and Ban Houayxai. Team members complete training on the Voluntary Principles on Security and Human Rights and the appropriate use of force, and in 2024 a total of 838 LPA and Loss Prevention employees and contractors completed this training as part of their induction program.

Security incidents

2024 saw a slight decrease in the year-on-year number of security related incidents.

Incidents that have occurred are predominately minor theft. The cost of living, inflation and value of the Lao Kip against the US\$ currency plus buoyant gold and copper prices remain an incentive for opportunistic incidences of theft. Our operational security is supported by both physical and electronic security monitoring measures and supported by the presence of the Lao People's Army as deterrent. Drone security patrols are now part of daily security operations to identify potential breaches and deter them. At the corporate level, ongoing education and cyber security systems implementation continue to prevent any breaches of PanAust systems.

Security initiatives

Key security initiatives undertaken in 2024 included:

- Introduction of Drone patrols for security monitoring.
- A MEPA (Contract Area) surveillance team bolstered with additional resources and LPA support to provide ongoing monitoring and reporting of MEPA Contract Area encroachment activities and unauthorised ASM activities.
- Established quarterly meeting in Phonsavanh with the Provincial and District LPA to continue building solid relations with them to support action on unauthorised ASM activities.
- Commenced construction of an integrated closed-circuit television (CCTV) Control Room building that will centralise all Phu Bia Mining Security CCTV monitoring activities.
- Commencing implementation of the Ban Houayxai electronic security upgrade that will be completed in 2025.
- Successful completion of quarterly internal gold room audits without any serious concerns highlighted.
- Implemented satellite monitoring system that tracks changes in surface vegetation to alarm of any unauthorised ASM or encroachment activities and triggers an alarm and action to investigate.





Human capital

Material issue

Workplace culture

An enjoyable workplace is provided, where people are trusted and empowered to make decisions. Diverse and inclusive workplace is established, where sexual harassment (a known issue in the mining sector) is not tolerated. Good working conditions are in place, including employment terms and conditions, continuity of employment, labour rights, freedom of association and collective bargaining.

Key metrics

Metric	2020	2021	2022	2023	2024	Performance
Per centage of Lao nationals hired from adjacent villages	22	21	19	17	19	↑
Per centage of Lao nationals	92.6	92.4	92.7	92.3	92.7	—
Per centage of females in PanAust workforce ¹	19.7	19.8	19.3	19.9	22.7	↑

¹ The per centage does not include casuals and contractors.

Introduction

Building local capacity in our host communities takes time.

As we edge closer to securing the government approvals required to progress the Frieda River Project in Papua New Guinea, our attention turns to building the workforce we will need down the track. Building organisational capacity takes time, and we need to put things in place now for the next 5–10 years. With a goal of 93 per cent Papua New Guinean National employment, the Company needs to educate the young people in our host community, at school and university, to become our workforce of the future in Papua New Guinea. PanAust is already helping 450 students with schooling to year 12 and university allowances, but that number needs to grow. To put this into perspective, if construction starts in 2029, up to 5,000 qualified and skilled workers will be needed. The Company can begin staggering training for local capacity building now, focusing on the specific trades needed first. PanAust is also aware of the risk that landowners may no longer need to work once they receive their compensation, effectively reducing the size of our available skilled workforce in the area.

Staff development contributes not only to building the best team but also to retaining good people. We know that skill development and career progression motivate people, improve their productivity and make them stay. Hence, we are proud of the programs we have in place to develop our staff in Laos.

Our people need a good workplace culture in which to thrive. At our operations in Laos, achieving the right mix of expat and local culture adds to the challenge of securing the right people to work on site. With multiple nationalities employed across our business, treatment equality is increasingly important.

In this chapter, we start with data on our workforce breakdown, diversity and training. Workplace culture then features as our material issue, including the processes in place to build diversity, including in relation to gender. Organisational capacity, training and development are included for continuity in reporting year-on-year. Progress on our training programs is provided, including apprenticeship, supervisory training, and staff development programs.

Workforce breakdown data

Employees by work location at 31 December 2024

Region	Total workforce	Total employees	Full time		Part time		Permanent		Fixed term		Casual	Total contractors
			Male	Female	Male	Female	Male	Female	Male	Female		
Australia	43	33	18	15	0	0	16	13	2	2	-	10
Laos	5,125	3,411	2,648	763	0	0	2,544	720	104	43	266	1,448
Myanmar	-	-	0	0	0	0	0	0	0	0	-	0
Papua New Guinea	58	51	39	12	0	0	33	10	6	2	-	7
Thailand	26	26	17	9	0	0	17	8	0	1	-	-
Vietnam	-	-	0	0	0	0	0	0	0	0	-	-
Chile	1	-	-	-	-	-	-	-	-	-	-	1
Total	5,253	3,521	2,722	799	-	-	2,610	751	112	48	266	1,466

New employee hires at 31 December 2024

New hires	Total	Per cent	Gender		Age group					
			Male	Female	Under 30		30-49		Over 50	
			Male	Female	Male	Female	Male	Female	Male	Female
Australia	7	0.16	3	4	0	1	2	3	1	0
Laos	224	5.07	170	54	118	49	45	5	7	0
Myanmar	0	0.00	0	0	0	0	0	0	0	0
Papua New Guinea	23	0.52	19	4	2	1	13	2	4	1
Thailand	4	0.09	4	0	2	0	2	0	0	0
Vietnam	0	0.00	0	0	0	0	0	0	0	0
Total Group Employees new hires	258	5.84	324	118	122	51	62	10	12	1
Total Group Employee hiring rate (per cent)	6.81	-	9.20	14.77	3.46	6.38	1.76	1.25	0.34	0.13

New employee turnover at 31 December 2024

Turnover	Total	Per cent	Gender		Age group					
			Male	Female	Under 30		30-49		Over 50	
			Male	Female	Male	Female	Male	Female	Male	Female
Australia	16	0.42	11	5	1	1	3	3	7	1
Laos	740	19.54	601	139	106	58	414	78	81	3
Myanmar	5	0.13	1	4	0	0	1	4	0	0
Papua New Guinea	1	0.03	1	0	0	0	1	0	0	0
Thailand	4	0.11	2	2	0	2	2	0	0	0
Vietnam	0	0.00	0	0	0	0	0	0	0	0
Total group employee turnover¹	766	20.23	616	150	107	61	421	85	88	4
Employee turnover rate (per cent)	21.76	-	17.50	18.77	3.04	7.63	11.96	10.64	2.50	0.50

1 Includes voluntary and involuntary turnover.

Breakdown of employee source by role category (Phu Bia Mining) 2024

	Expatriates (per cent)	Total Lao (per cent)
Executives	100.0	0.0
Management	58.1	41.9
Supervisory/professional	12.2	87.8
Experienced/Qualified Skilled Labour	0.1	99.9
Skilled Labour	0.0	100.0
Semi-Skilled Labour	0.0	100.0
Unskilled Labour	0.0	100.0
Total	7.3	92.7

Workplace culture

Lao national employees in senior roles

	2020	2021	2022	2023	2024
Number of Lao-national employees in management positions: Stratum 2 and 3	61	75	79	82	93
Number of Lao-national employees in supervisory/ professional positions: Stratum 1E and 1F	733	786	854	917	824

Workforce diversity data

Workforce gender diversity

	2020	2021	2022	2023	2024
PanAust Group					
Full-time employees (permanent, fixed term)	3,644	3,648	3,882	4,086	3,521
Women	745	770	810	881	799
Women as a per centage of the PanAust workforce ¹	20.4	21.1	20.9	21.6	22.7
Phu Bia Mining					
Full-time employees (permanent, fixed term)	3,535	3,544	3,788	3,983	3,411
Women	713	739	784	848	763
Women as a per centage of the Phu Bia Mining workforce	20.2	20.8	20.7	21.3	22.4
Frieda River Project					
Full-time employees (permanent, fixed term)	27	26	27	30	51
Women	6	6	5	6	12
Women as a per centage of the Frieda River Project workforce	22.2	23.1	18.5	20	23.5

¹ Excludes casuals.

Our approach

Workplace diversity

PanAust recognises the value of a diverse workforce. Different perspectives and experiences contribute to business improvement and drive success.

The Company is committed to developing an inclusive environment where all employees are treated equitably, encouraged to showcase their talents and rewarded based on merit. Workplace diversity is actively promoted through PanAust's Employee Policy and the Diversity Standard, available on our intranet and website. These are introduced to new employees during their induction, with The PanAust Way reinforcing our behavioural expectations to support diversity in the workplace.

Gender diversity

At the end of 2024, the PanAust Group employed a total permanent and fixed-term workforce of 3,521 people, 799 of whom were women, representing 22.7 per cent.

This included two women in executive and 41 women in management roles, accounting for 17 per cent of all executive and management positions across the company. Phu Bia Mining maintained a strong focus on gender diversity and the professional advancement of female staff throughout 2024. The Lao-based workforce totalled 3,411 employees, with 22.4 per cent of the roles held by women, an increase from 2022 and 2023. This increase can be attributed to a smaller Lao based workforce in 2024 compared to previous years. Of these 763 women, 31 held management positions and 166 supervisory or professional roles.

Of these 763 women, 31 held management positions and 166 supervisory or professional roles. PanAust regularly analyses the proportion of women in different job categories, in particular those typically under-represented by women, such as mining operator, technical, and maintenance positions. In 2024, Phu Bia Mining employed 183 women in these roles, making up 24 per cent of the total female workforce in these job categories. In addition, 28 women were employed as trainees or apprentices, representing 44 per cent of the roles in this category.

Workforce localisation and regionalisation

PanAust's localisation strategy is supported by targeted training and development programs to equip Lao-national employees with the skills and competencies needed to meet our operational standards.

It is integral to the company's annual workforce planning process, forecasting staffing needs and identifying expatriate positions that can be localised.

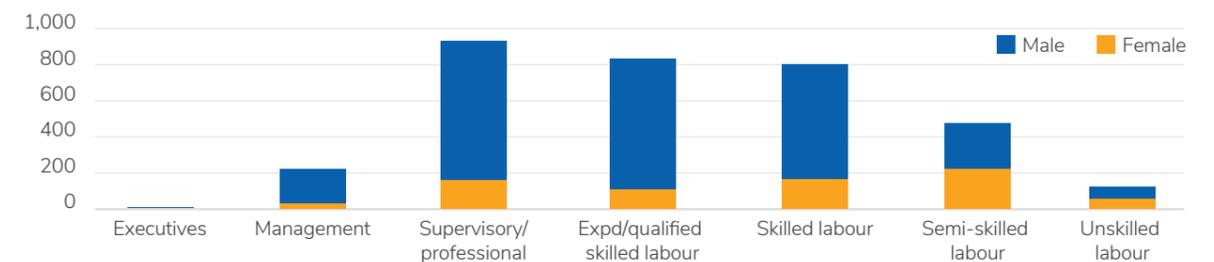
In 2024, the localisation rate in Laos remained just under 93 per cent, maintaining the highest level ever reported by the Company, reflecting the effectiveness of our systems and programs. While PanAust continues to pursue increased localisation, further progress is expected to be challenging due to the highly specialised nature of the remaining non-localised roles.

The company has also seen consistent year-on-year improvement in the number of Lao-national employees in supervisory, professional and management positions. In 2024, the Company maintained its focus on transitioning professional, leadership and management roles to Lao employees, with a total of 490 Lao-national employees promoted. Notably, 143 were promoted to supervisory or professional roles, eight were promoted to superintendent level and one to manager level.

At the Frieda River Project, all roles continue to be filled by Papua New Guinea-national employees.

Since 2015, PanAust has met or exceeded its operational and sustainability targets, reinforcing the effectiveness of our employee development programs and giving us confidence that similar results can be achieved in new jurisdictions.

2024 Breakdown of Phu Bia Mining employees by gender





Case study

Building a new underground mine workforce and culture

Interview with Paul Brown—Underground Manager, Phu Bia Mining, Laos

Do you need new skills and experience for the underground workforce in Laos?

“Yes, underground mining demands a wide range of skills and competencies. Workers need technical knowledge as well as strong physical and mental attributes. They need to operate and maintain the specialised machinery used in underground environments and understand geological formations to safely extract minerals. Being comfortable in confined and challenging conditions is also important, as they are often under pressure and need strong communication skills for effective teamwork.”



Exceptional, dedicated, hardworking and highly attentive to one another. With care and commitment, our underground workforce is not only effective, but united.

Have you been able to develop existing Lao personnel?

“Yes, we have been able to develop technical and operational personnel in Laos, through structured training programs in mine safety and work standards and underground mining cycles. They have received hands-on training in jumbo drilling operations, Intelligent Tele-remote operations, bolting for ground support, mucking in tunnels and scaling and explosive loading. Engineering design principles, underground ventilation systems and cost estimation have also been covered.”

Have you needed to bring in new workers and where from?

“Most definitely. To support growth and the technical demands, we needed to bring in new people with specialised skills and international experience. New workers were recruited from The Americas, China, Australia, Africa and Indonesia to fill critical technical and leadership roles, also contributing to the training and development of our local Lao workforce.”

Have new team members impacted the culture at Ban Houayxai and how?

“Yes, the arrival of new team members from other countries is having a significant positive impact on our culture at Ban Houayxai. They bring diverse experience, new perspectives and technical knowledge, fostering cross-cultural learning and strengthening our operational standards. At Ban Houayxai, we embrace and implement a 'brother-sisterhood' culture, a team environment built on mutual trust, respect and shared responsibility. This inclusive atmosphere is essential for ensuring safety, promoting collaboration and driving collective success.”

What challenges have you faced and how have you tackled them?

“Building trust and teamwork across a diverse, multicultural workforce is the big one. And maintaining a safe, accident-free workforce with high productivity. Tackling these challenges has involved instilling a strong safety culture, where everyone understands and follows Australian Safe Work Standards. Comprehensive onboarding is another strategy we employ, with regular safety briefings, toolbox talks, and hazard awareness sessions. In addition, we balance safety with productivity to achieve operational targets without compromising team wellbeing, which involves close monitoring of performance and safety metrics.”



Ban Houayxai underground mining team.

What are your plans for the future?

“To build on the foundation we’ve already established with further investment in developing our Lao workforce. We also plan to continue implementing artificial intelligence (AI), as it is revolutionising underground mining by enhancing efficiency, safety and resource management through automation and data analysis. AI-powered systems are increasingly being used to monitor the mining environment in real-time, analyse geological data, optimise drilling and blasting techniques, and predict equipment failures.”

If you could sum up the underground workforce in a couple of words, what would they be?

“I need more than two words! Exceptional, dedicated, hardworking and highly attentive to one another. With care and commitment, our underground workforce is not only effective, but united.”



At Ban Houayxai, we embrace and implement a 'brother-sisterhood' culture, a team environment built on mutual trust, respect and shared responsibility. This inclusive atmosphere is essential for ensuring safety, promoting collaboration and driving collective success.

Organisational capacity, training and development

Training data

2024 training by type

Training type	Hours delivered
Clerical and general work skills	20,526
High risk work, mining, processing and mobile maintenance skills	62,921
Inductions and health, safety and environment	25,297
Leadership development	10,966
Professional and technical skills	7,483
Trades and engineering skills	22,104
Total hours of training	149,296

Our approach

Organisational capacity, training and development are key to attracting and retaining the right people.

PanAust provides training in technical skills, such as underground mining in Laos and soft skills, such as communication and effective management, ensuring employees are well-rounded and equipped to meet company needs.

Training and development

PanAust's training and development programs are aligned with the company's long-term goals and diversity objectives.

These programs serve as vital mechanisms to attract, engage, develop and retain employees, supporting their career progression and aligning with the company's strategic objectives.

Employee competency training

A key component of PanAust's commitment to continuous improvement is the employee competency training program.

This mandatory program ensures employees acquire the necessary technical, leadership, role-specific and health and safety skills to perform their duties safely and effectively.

Increasingly, training is delivered online, allowing employees to complete tailored modules at their own pace. This shift has reduced the need for offsite training sessions, saving time and resources, while improving accessibility. The company monitors and reports on completion rates to ensure full compliance.

In 2024, a total of 149,296 training hours were delivered, down from 204,619 hours in 2023, representing an average of 39 hours per employee.



Annual employee development plan

The annual employee performance review process ensures that our people have clear, actionable performance goals.

At the start of each year, managers and employees establish these goals together, with periodic reviews throughout the year, and employees can set a development plan with their manager. A final evaluation score is given at year-end, which directly influences short-term incentive bonuses and annual salary reviews. This process aligns individual performance the Company objectives.

Supervisory skills training program

The Supervisory Skills Training Program in Laos is designed to support employees transitioning into more senior roles with the training required for success in frontline leadership roles.

Currently offered to Phu Bia Mining employees, the course, delivered in Lao, comprises 10 modules, such as leading work teams, performance counselling, problem-solving, conflict resolution, communication, delegation techniques, managing performance reviews and time management. Throughout 2024, high-potential Lao employees and team leaders completed the Program alongside undertaking technical, trades and engineering training relevant to their discipline.

In February 2025, a graduation and recognition ceremony was held for 139 graduates from the 2024 program. 118 of these graduates were PanAust employees, with 41 of them female. 21 contractors and port operations personnel also graduated. Inviting and encouraging Lao-national women to participate in this Program continues to be a priority for the business, and, since its inception, more than 306 women have graduated.

Accelerated trades training apprenticeship program

In 2023, the Company completed the first cohort of its Accelerated Trades Training Apprenticeship Program in Laos.

Designed to reduce the time required to achieve certification from five to three years—without compromising training quality—the program equips apprentices for recognised qualifications across five trades: Metal Fabrication and Welding, Fitting and Machining, Electrical, Automotive Electrical, and Commercial Road Transport (Automotive Mechanical).

In 2024, we continued training the 32 apprentices recruited in December 2023, with no new apprentice intake during the year. This cohort is undertaking a three-year program (2024–2026) leading to an Australian Technical and Further Education (TAFE) Certificate III in their chosen trade, a Lao Higher Diploma of Technical Trade Studies, and a Certificate of Technical English. The group includes two apprentices nominated by our drilling services contractor, Boart Longyear, and is being trained across the five vocations: Metal Fabrication and Welding; Fitting and Machining; Electrical; Automotive Electrical; and Commercial Road Transport (Automotive Mechanical).

Since the program's inception in 2013, 125 apprentices have graduated; as at 31 December 2024, a further 32 apprentices were in training.

Governance and risk

07

Governance and risk



Being a trusted organisation with strong compliance and good governance will result in longer contracts with the Government of Laos.

Jarunee Sirinorrarat, General Manager—Parts, MetroCAT Machinery Co Ltd

Material issues

Business conduct and compliance

Business ethics and transparency are upheld, including payments to governments and the Extractive Industries Transparency Initiative expectations. Bribery and corruption are not tolerated, and community human rights are protected.

Sustainability governance is structured for good practice, including risk management. It involves keeping abreast of changes in government and regulations across the countries in which PanAust operates, and ensuring compliance with relevant legislation and policies at all levels of government.

Key metrics

Metric	2020	2021	2022	2023	2024	Performance
Total monetary fines or non-monetary sanctions for regulatory compliance violations (US\$)	0	0	0	70	183 ¹	161% ↑
Whistleblower reports	0	0	1	2	1	50% ↓
Crisis management/Significant Incident Management Taskforce drills	0	1	1	3	2	33% ↓

¹ These fines in 2023 and 2024 relate to failure to submit personal income tax returns for the Saisana joint venture in Laos. The joint venture company currently has no employees, so no tax returns were filed as the Laos tax system does not allow a zero value for the return, however the Lao tax office clarified that a submission is still required, even if there is no tax payable. Tax returns have now been submitted from September 2024 on with a workaround for the zero-value return being agreed with the tax department.

Our stakeholders told us...



If PanAust was having problems in the supply chain and it became market knowledge, it could also put customer reputations at risk. Laos is a country with a higher risk of unethical activity in the supply chain, but there have been no problems to-date.

A PanAust customer

Introduction

Strong business relationships depend on strong business ethics.

Ethical business conduct is the foundation of being a trusted organisation, respected by governments and more likely to secure longer mining licences. It leads to good governance and compliance, which in turn improves performance and helps avoid risk.

Banks have rigorous terms and conditions to be met before they will grant lines of credit. They want us to consider practices in our supply chain, not just our own processes. Positively influencing a supply chain with robust, ethical processes across our regions of operation is now expected.

In this chapter, we start with business conduct and compliance, one of our material issues, followed by ethical supply chain for continuity in reporting. We also run through our approach to risk management, auditing and benchmarking and lay out our governance structure.

Business conduct and compliance

Our approach

Business conduct

The way PanAust conducts business is key to our social licence to operate in our host countries and communities.

PanAust's Vision and Values and The PanAust Way (our code of conduct) guide the business to operate legally, ethically and with integrity and respect. Provided in both English and Lao, they apply to employees, directors and business partners, including contractors, consultants, suppliers and service providers. The PanAust Way covers workplace behaviour, operating with integrity, communicating externally and managing sustainability. Controls and procedures also cover senior management led internal reviews and external audits and reviews, to monitor the misappropriation of funds, bribery and corruption and other code of conduct issues. No breaches were identified in 2024.

Our transparent and structured governance framework includes management committees providing oversight in the following areas:

- **CEO Operation Committee**
How the company is operating.
- **Enterprise Risk Committee**
Risk management activities across the company.
- **Governance Committee**
Development and implementation of policies and standards.
- **Investment, Contracts and Development Committee**
Investment and capital decisions.
- **Remuneration Committee**
Remuneration issues.

Body	Authority	Governance Mechanism
PanAust Board	Responsible for strategy, major decisions and supervising management.	<ul style="list-style-type: none"> ▪ Constitution ▪ Board Charter ▪ Shareholder Decision Making Requirements (SDMR)
CEO and Managing Director	Responsible for day-to-day management and operations.	<ul style="list-style-type: none"> ▪ Board Charter ▪ SDMR
General Managers	Delegated decision-making powers.	<ul style="list-style-type: none"> ▪ CEO Management Team Charter ▪ Delegations of Authority (DOA)

Anti-bribery and corruption

Acts of corruption undermine the effectiveness and legitimacy of government institutions to the detriment of the public.

Such acts are illegal and can impact PanAust's social licence to operate. We prohibit employees, directors and business partners from making or receiving bribes or corrupt payments and require complete transparency in all transactions.

The PanAust Way communicates our position on this and provides guidance for employees on gift giving and receiving, anti-competitive behaviour and compliance. It prohibits employees from making facilitation payments and is supported by a training package.

Our Group-wide standard and training program on anti-bribery and corruption sets out the standard of behaviour expected of directors, employees, contractors, consultants, suppliers and service providers. A centralised online gifts register, guiding principles including a checklist for donation and sponsorship requests, and the following specific policies further strengthen our approach:

- Employee, director and business partner compliance with the laws of the countries in which we operate. For example, it is an offence for Australian companies, citizens and residents to bribe foreign public officials (*Criminal Code Act 1995*).
- Not using third-party intermediaries to circumvent our strict prohibition of bribery and other corrupt payments.
- Active reduction of the use of cash across the business.
- Strict accounting and reporting processes for transparency on transactions.
- Business integrity screening software to improve the detection and prevention of anomalous payments.

The whistleblower standard and service

PanAust's Whistleblower Standard and service allow for reporting of conduct contrary to The PanAust Way via mail, email, telephone, or online at panaust.com.au/whistleblower-service.

The service is available in English, Lao and Tok Pisin, with a translation service available for submissions in other languages online, by email or voicemail. Issues can be reported anonymously, and employees are encouraged to use the service if they are uncomfortable raising issues through normal day-to-day reporting channels. Retaliatory action against anyone who raises a genuine concern or helps to address a concern is prohibited. In 2024, one report was received through the Whistleblower Service and investigated.

Sponsorships and donations

We sponsor and donate to causes aligned with PanAust's Vision and Values, building goodwill where we operate.

PanAust's Sponsorship and Donation Committees are overseen by the Management Team and prioritise projects based on the following criteria:

- Located in countries in which we operate/are present.
- Of national importance and meaning.
- Result in benefits for people in the provinces/districts in which we operate/are present.
- Promote the culture, history, society and ethnic minorities representative of the areas in which we operate/are present.
- Support capacity-building in relevant government agencies.

Details of our sponsorships and donations in 2024 are provided on page 50 of this report.

Ethical supply chain

Our approach

Sustainability in the supply chain

We aim to create shared value with suppliers and contractors by setting clear expectation and partnering for continual improvement.

The PanAust Way, our Procurement Policy and the Contractor Health Safety and Environment Management Standard, set minimum requirements on safety, environment, community, human rights and integrity.

We use a risk-based approach to supplier onboarding and management, focussing enhanced checks on higher risk categories and jurisdictions.

In 2024, 86 per cent of our annual spend was with vendors located in countries assessed as Tier 1, 2 and Tier 2 watchlist (as defined by external modern slavery benchmarks), indicating governments that meet minimum standards or are making significant efforts to do so. We issued our modern slavery risk assessment questionnaire to a selection of vendors in the top 50 per cent of our spend. Responses showed improvement in suppliers' understanding and processes compared with prior years, while also highlighting opportunities:

- 69 per cent need stronger response and remediation procedures when modern slavery is suspected or detected.
- 46 per cent have improvement opportunities in supplier engagement (e.g. cascading expectations to sub-tier suppliers).
- 38 per cent have improvement opportunities in governance (e.g. policy scope, accountability, KPIs).
- 38 per cent have improvement opportunities in training for their workforce on modern slavery risks.

PanAust prioritises local and regional sourcing where this is commercially competitive and risk-appropriate, building supplier capability over time. This support of local businesses results in direct and indirect benefits for host communities and regional economies in Laos (see pages 53–56) and Papua New Guinea (see pages 51–52). In 2024, 48 per cent of all goods and services were purchased in Laos. Regionally, 82 per cent of procurement was placed across Laos, China, Thailand, Singapore and Vietnam. For the Frieda River Project (Papua New Guinea), 88 per cent of goods and services were sourced domestically with a spend of US\$2.86 million supporting local businesses and jobs.

Product stewardship

In Laos, PanAust produces copper concentrate sold in Asia to international smelters or through merchant traders.

Gold-silver doré is sold directly to a refinery. Given the volume of product relative to the overall market, PanAust has limited influence on end purchasers or end products, namely copper cathode or refined precious metals. When a direct sales contract is placed with a new customer, namely a trader or a smelter, due diligence is undertaken to provide assurance on that customer's reputation, financial capability and legal and business structure. Contracts are subject to PanAust's standard terms and conditions, and all sales are secured by pre-payment or letter of credit.

Our approach to product stewardship focuses on the storage and transport of concentrate from our mine site to the port to meet customer specifications and in-country requirements. PanAust owns and operates its own road transport fleet for concentrate movement in Laos and Vietnam. Global positioning system tracking is used, alongside escort vehicles on high-risk sections of the haulage route, to enhance road safety and reduce the risk of incidents. The market considers PanAust's copper-gold concentrate 'clean' based on average arsenic levels. Product metal specifications are incorporated into contract terms and conditions with international customers. We complied with the agreed contract specifications for product shipments in 2024. All trace elements, including arsenic, complied with the destination country maximum limits. Zero customer complaints were received during 2024.

Risk management

Our approach

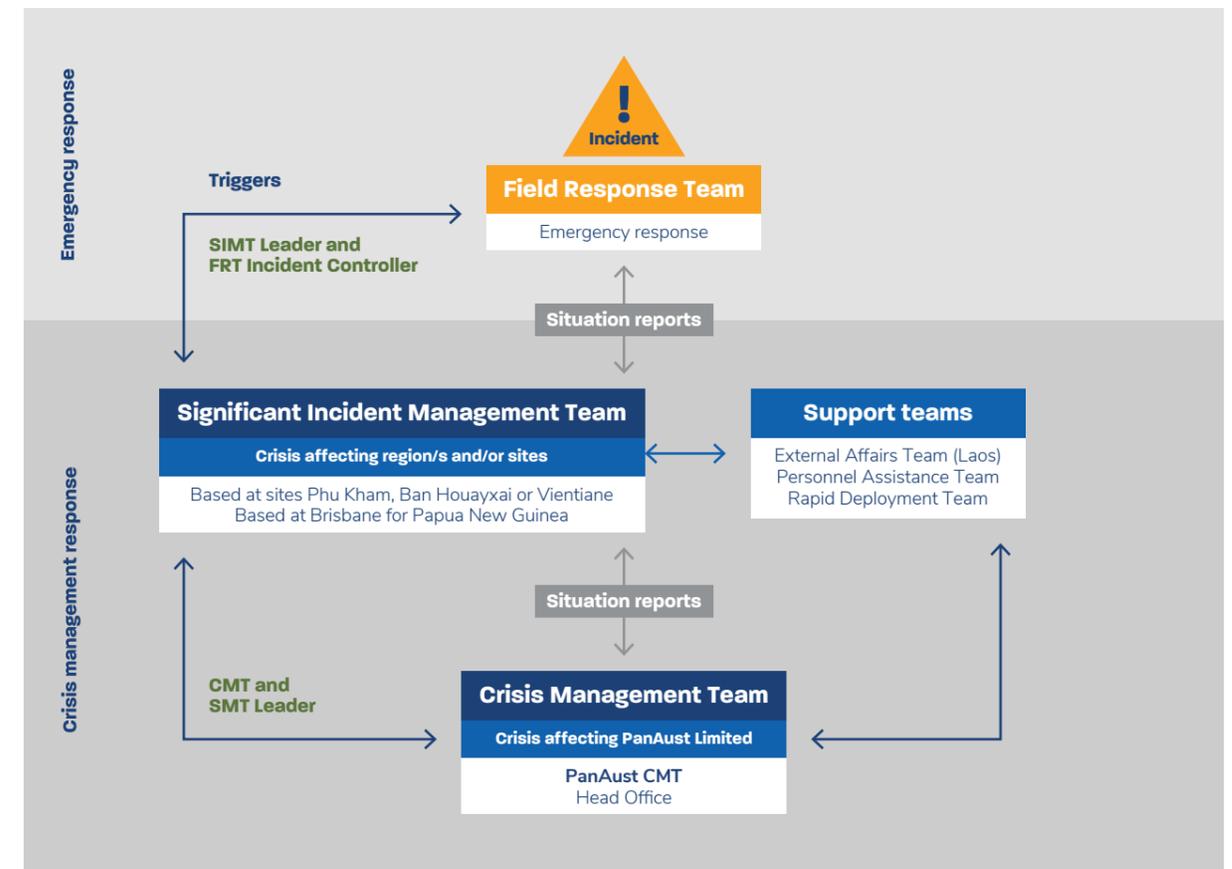
Identifying and managing risk improves profitability, safeguards the business and creates long-term value for shareholders.

We proactively identify, evaluate, prioritise and manage risks, keeping our risk registers current. By fostering a risk-aware corporate culture, we ensure that materiality and risk tolerance are considered in business decisions. Our risk management framework informs business cases for growth projects and entry into new jurisdictions. Risk assessments and management plans are developed for potential reputational, legal, business, regulatory and political exposures and embed mitigation into business strategies and plans.

Crisis management framework

PanAust's crisis management structure enables appropriate incident response to unplanned events across operations in diverse geographies, using a three-level response framework:

- Incidents:** Events that have/could result in adverse consequences for PanAust. The Field Response Teams at PanAust sites provide the first physical response.
- Emergency:** Incidents with the potential to be outside the range of normal operations, requiring actions beyond the everyday to contain or control them. A Significant Incident Management Team (SIMT) is established for incidents beyond site capabilities or boundaries, for crisis management to host country or regional requirements.
- Crisis:** Events with the potential to impact the underlying value of the Company. A Crisis Management Team (CMT) is formed in Brisbane to support the SIMT and work specifically on material business aspects.



Risk management policies, framework and processes

PanAust's Enterprise Risk Management (ERM) Policy requires an effective ERM System to identify and manage all material risks.

The ERM Policy is supported by the ERM Standard and ERM Process. The ERM Policy, Standard and Process make up our ERM Framework, aligned with:

- **ISO 31000:** International Organisation for Standardisation's Standard on Risk Management.
- **PanAust Sustainability Standard 4:** Risk and Change Management.
- **Principle 15 of the Rio Declaration¹:** The Precautionary Principle.

In 2024, to operationalise our Risk Management Standard and Process, we commenced Group-wide implementation of a cloud-based ERM platform. The platform provides a single source of truth for risks, controls, incidents and compliance obligations. It supports articulation of the PanAust risk appetite and tolerances; cyclical risk identification and assessment; a central control library with effectiveness ratings; and automated workflows for treatment actions, ownership, due dates and escalations. Incidents and obligations can be linked directly to relevant risk records, enabling holistic analysis and stronger review cycles. The system also embeds approval workflows aligned to our residual risk-acceptance guidance and provides configurable dashboards and audit trails to enhance visibility for management and the Risk Committee.

The PanAust ERM System is based on a 'three lines of defence' model:

1. **Operational level:** Risk assessments and control measures.
2. **Corporate level:** Oversight via the ERM Framework and assurance of operational activities.
3. **Internal assurance:** Verification that the first two lines are operating effectively.

The Management Team is responsible for ensuring that risk management systems and internal controls are in place, issues are reported to the Board as they arise, and regular risk reporting is in place. An ERM Committee provides oversight, guidance and support for the 'three lines of defence', approves risk appetite statements and the risk consequence matrix and undertakes risk governance.

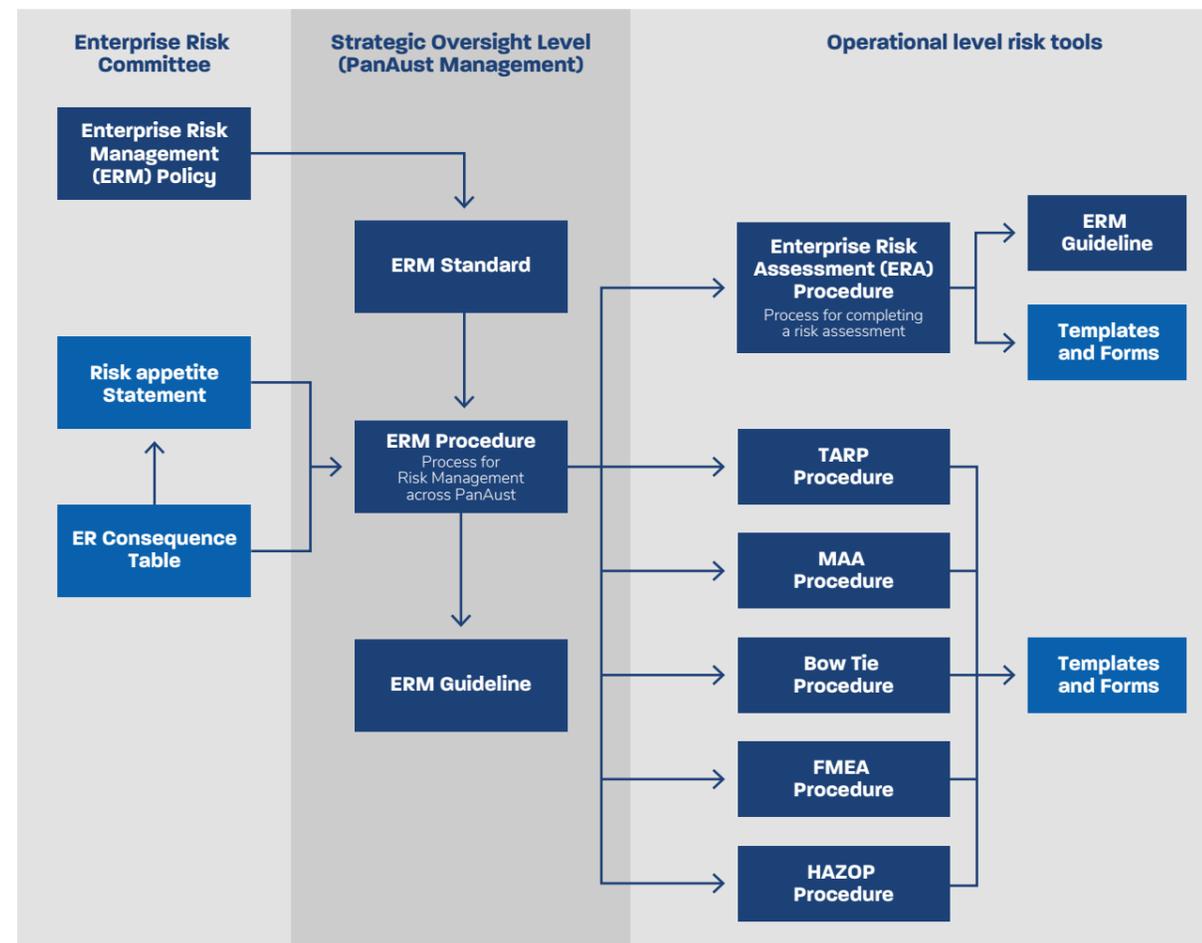
The Management Team carefully considers the level of risk it is prepared to tolerate and documents a risk tolerance statement per risk category. It then guides corporate risk strategy, provides oversight of strategic issues, is accountable for implementing the ERM Framework, and for monitoring effective implementation. The Management Team is also responsible for a high-level risk register of material business risks at the PanAust level. Risk owners present to senior management on the management of material risks through a peer review process. In addition,

every senior manager has responsibility for operational, departmental or project risk registers and is required to have plans in place to address significant risks.

There is a clear process for defining materiality. Group-level risks are defined as events that would result in a consequence level 4 or above, evaluated using the PanAust Consequence Table, with a rating scale of 1 to 5, where 5 is the highest consequence level:

- Is the risk significantly material to require public disclosure?
- Could the risk substantively influence the assessment and decisions of stakeholders?
- Could the risk materially change the underlying value of the Company?
- Could the risk result in US\$10 million or greater impact to NPAT?
- Will there be impacts on short, medium and long-term production, impacts to health and safety, the environment, social outcomes, the regulatory environment and its reputation?

The PanAust leadership team actively managed 40 Group-level risks in the ERM system. For reporting purposes, these are disclosed 15 principal risk groupings—those most relevant to strategy, cash flow, people and license to operate.



¹ Principle 15 of the Rio Declaration states that in cases of threats of serious or irreversible environmental damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent degradation.

Principal risk	Category	Sub-categories	Why it matters	Key controls
Strategy and capital allocation discipline	<ul style="list-style-type: none"> Growth and Projects 	<ul style="list-style-type: none"> Strategy formation, planning and acceleration Joint ventures/mergers and acquisitions/partnerships 	Sustains value creation and capital efficiency through cycles	<ul style="list-style-type: none"> Stage-gate governance investment hurdle rates Post-investment reviews
Exploration mine-life extension delivery	<ul style="list-style-type: none"> Growth and Projects Operations 	<ul style="list-style-type: none"> Greenfield Brownfields and near-mine Production planning and forecasting 	Underpins jobs, community benefits and cash flows	<ul style="list-style-type: none"> LoM governance Drilling and resource updates Reconciliation
Major project FID readiness (Frieda River)	<ul style="list-style-type: none"> Growth and Projects 	<ul style="list-style-type: none"> Advanced studies strategy and development 	Right-sized sequencing and timing of a material project	<ul style="list-style-type: none"> Stage-gate reviews ICD committee Approvals roadmap
Operational continuity and asset integrity	<ul style="list-style-type: none"> Operations 	<ul style="list-style-type: none"> Asset and critical infrastructure integrity and performance 	Throughput, safety and cost stability	<ul style="list-style-type: none"> Defect elimination Maintenance strategies Redundancy
Geotechnical and tailings integrity	<ul style="list-style-type: none"> Operations 	<ul style="list-style-type: none"> Asset and critical infrastructure integrity and performance 	Catastrophic failure avoidance and community protection	<ul style="list-style-type: none"> Engineer-of-record Independent reviews Critical controls
Orebody knowledge and conversion	<ul style="list-style-type: none"> Operations 	<ul style="list-style-type: none"> Orebody knowledge (geology, geotech, hydrology) 	Recovery, dilution and plan certainty	<ul style="list-style-type: none"> Model updates Metallurgical test work Hydrology studies
Safety of people (serious harm)	<ul style="list-style-type: none"> Health, Hygiene and Safety 	<ul style="list-style-type: none"> Safety 	Protects workers and licence to operate	<ul style="list-style-type: none"> Critical Control Verifications Learning reviews
Security of people and assets	<ul style="list-style-type: none"> Security 	<ul style="list-style-type: none"> Personnel Physical asset 	Operability and duty of care in remote contexts	<ul style="list-style-type: none"> Security risk assessments Contractor standards
Social licence and community expectations	<ul style="list-style-type: none"> Social 	<ul style="list-style-type: none"> Community and societal expectations 	Access to land, workforce and long-term acceptance	<ul style="list-style-type: none"> Stakeholder engagement plans Grievance mechanism
Government engagement and permitting	<ul style="list-style-type: none"> External Affairs Legal and Governance 	<ul style="list-style-type: none"> Government engagement Permitting and licensing 	Timely approvals and stable operating conditions	<ul style="list-style-type: none"> Engagement plans Approvals tracker Counsel review

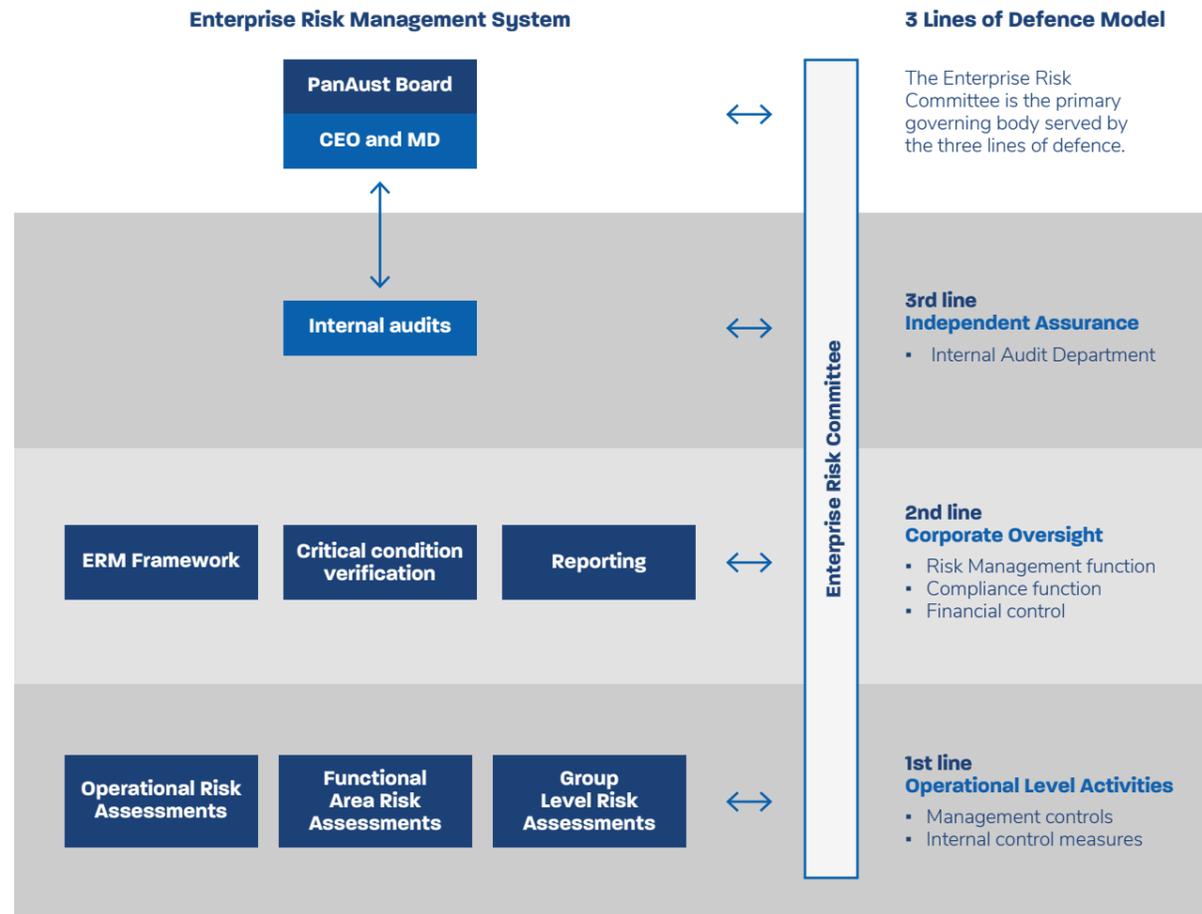
Principal risk	Category	Sub-categories	Why it matters	Key controls
Legal and regulatory compliance	<ul style="list-style-type: none"> Legal and Governance 	<ul style="list-style-type: none"> Corporate and regulatory compliance Litigation and legal claims Contracts and agreements 	Avoids fines, shutdowns and disputes	<ul style="list-style-type: none"> Compliance framework Contract management Obligations register
Governance, ethics and ESG oversight	<ul style="list-style-type: none"> Legal and Governance 	<ul style="list-style-type: none"> Governance and decision protocols Bribery and corruption Ethical misconduct Board experience ESG governance Stakeholder misalignment 	Decision quality, integrity and reporting credibility	<ul style="list-style-type: none"> Delegations Anti-bribery program Whistleblower standard ESG controls
Liquidity, macro and country risk	<ul style="list-style-type: none"> Financial 	<ul style="list-style-type: none"> Balance sheet/liquidity/funding and insurance Geopolitical stability/macro economics 	Resilience to price/FX/policy shocks; business interruption	<ul style="list-style-type: none"> Hedging Cash conservation Insurance Contingency planning
Environmental performance and closure	<ul style="list-style-type: none"> Environmental 	<ul style="list-style-type: none"> Land and ecosystem impacts Water and waste management Closure and rehabilitation 	Compliance, community trust and legacy	<ul style="list-style-type: none"> EMS/monitoring Water balance Closure plans
Cybersecurity (IT/OT)	<ul style="list-style-type: none"> Technology 	<ul style="list-style-type: none"> Digital security and privacy Data integrity Systems availability 	Protects operations and sensitive information	<ul style="list-style-type: none"> Network segmentation SOC monitoring Incident response

Non-financial risks are addressed in detail in this Report, whereas financial risks are outlined in our Annual Report, submitted annually to ASIC to meet our regulatory reporting obligations.

For high-risk activities, such as tailings dams, open-pit slope stability and closure management, specialist governance structures mirror the ERM System as follows:

- Operational teams carry out day-to-day risk mitigation activities.
- Internal review committee provides oversight and support for operational teams.
- External independent review committee reviews operational practices and reports any findings to the Board via the Management Team.

Governance structure



PanAust Integrated Management System Standards

Our 20 PanAust Group Integrated Management System Standards (PanAust IMS Standards) are listed below.

They align with good international practice and support achievement of our Vision and Values, The PanAust Way, and our Sustainability Policy. These standards also comply with our legal obligations, including environmental and social impact assessments.

Employees and contractors are obliged to operate in accordance with the PanAust IMS Standards, which establish minimum sustainability performance requirements for our entities, operations, sites, and activities. They also provide auditable criteria that can be measured, and a basis for continuous improvement. Sustainability in this context means adopting strategies and activities that meet the Company's and its stakeholders' needs today while protecting, sustaining, and enhancing the human and natural resources needed for the future.

Leadership and participation

- PanAust IMS 01–Leadership and Commitment.
- PanAust IMS 02–Organisation, Responsibility and Behaviour.
- PanAust IMS 03–Stakeholder Engagement.
- PanAust IMS 04–Communication, Consultation and Participation.

Planning

- PanAust IMS 05–Planning, Objectives and Targets.
- PanAust IMS 06–Risk and Opportunity.
- PanAust IMS 07–Legal Requirements and Other Commitments.
- PanAust IMS 08–Standard Operating Procedures.

Support and operation

- PanAust IMS 09–Resources, Competency and Training.
- PanAust IMS 10–Safety Management.
- PanAust IMS 11–Environmental Management.
- PanAust IMS 12–Community, Social and Human Rights.
- PanAust IMS 13–Procurement (Suppliers and Contractors).
- PanAust IMS 14–Management of Change.
- PanAust IMS 15–Crisis and Emergency Preparedness.
- PanAust IMS 16–Document Control and Records Management.

Performance evaluation

- PanAust IMS 17–Monitoring and Evaluation.
- PanAust IMS 18–Internal Audit.

Improvement

- PanAust IMS 19–Incident Response and Actions.
- PanAust IMS 20–Management Review.

Our approach

In 2015, PanAust transitioned from a listed public company to a subsidiary of Guangdong Rising Holding Group Co. Ltd.

Good practice corporate governance frameworks, systems and standards were retained, underpinned by PanAust's Vision and Values and a culture of continuous improvement.

The PanAust Board of Directors

The Board of Directors is the highest governance body within PanAust. The Directors for the period 1 January to 31 December 2024 are listed below.

Board member	Position	Date appointed	Date resigned
Mr Tao Wu	Chairman	1 July 2024	–
Mr Daling Zheng	Executive Director Managing Director and Chief Executive Officer	27 August 2018 17 June 2022 (Interim from 12 April 2022)	18 September 2025 18 September 2025
Ms Yuan He ¹	Chief Financial Officer	31 May 2024	–
Ms Mengjie Qiu	Non-Executive Director	7 June 2024	–
Ms Quishi Liu	Deputy General Manager — Operations and New Projects	12 June 2024	–
Mr Zhibin Huang	Non-Executive Director	24 June 2024	–
Mr Shu Yao	Chairman	11 May 2021	31 May 2024
Mr Paul Arndt	Non-Executive Director	27 August 2018	21 May 2024
Mr Wenhao Pan	Non-Executive Director	11 May 2021	21 May 2024
Mr Mengliang Dai	Non-Executive Director	11 May 2021	21 May 2024
Mr Lei Feng	Non-Executive Director	10 May 2022	21 May 2024

¹ Ms Yuan He was appointed Acting Managing Director and CEO on 19 September 2025.

Profiles of current Board members are provided on our website: PanAust.com.au/our-people/#boardofdirectors. The Board and Management Team are responsible for ensuring that effective measures, systems and controls are in place to manage sustainability issues and incidents with potential material strategic, business and reputational implications for the Company and its stakeholders. PanAust reports in accordance with the GRI Universal Standards and will be adopting the incoming Australian reporting standards on climate and sustainability-related disclosures (AASB S2) in 2025.

Remuneration strategy

Employee remuneration promotes a performance-based culture.

Remuneration, benefits and rewards are aligned with PanAust's company-wide strategy and objectives, with merit as the foundation of performance-based pay and career progression. Remuneration is linked to quantitative lead and lag targets against which sustainability performance is measured across the organisation. These targets reinforce sustainability performance as a key component of our culture, with Management Team member position descriptions including sustainability performance.

External standards, principles and guidelines

PanAust measures its sustainability performance against the following international standards, principles and guidelines, commissioning periodic independent audits in each area:

- International Finance Corporation (IFC) Performance Standards on Environmental and Social Sustainability (applied to operating assets)
 - [ifc.org](https://www.ifc.org)
- MCA Enduring Value 9, aligned with the ICMM Sustainable Development Framework Principles:
 - [minerals.org.au](https://www.minerals.org.au)
 - [icmm.com](https://www.icmm.com)
- ICMM Principles for Climate Change Policy Design:
 - [icmm.com](https://www.icmm.com)
- International Cyanide Management Code (the Cyanide Code):
 - A voluntary industry program administered by the International Cyanide Management Institute (ICMI) for the gold-mining industry, which promotes the responsible use of cyanide. PanAust became a signatory in 2011, when the Ban Houayxai operations in Laos was certified.
 - Certification of its logistics operations in Laos was achieved in 2022: [cyanidecode.org](https://www.cyanidecode.org)
- GRI Universal Standards:
 - Require reporting on topics material to the business, as determined via risk assessment and materiality determination: [globalreporting.org](https://www.globalreporting.org)
- Voluntary Principles on Security and Human Rights:
 - Designed to guide companies in maintaining the safety and security of their operations within a framework encouraging respect for human rights.
 - PanAust has been a member company since 2013: [voluntaryprinciples.org](https://www.voluntaryprinciples.org).

External recognition

We are proud of our operational and sustainability performance and have been recognised internationally with several awards: panaust.com.au/external-recognition.

Maintaining a sustainability culture

For PanAust, a successful and sustainable business is one where financial and non-financial outcomes are aligned and pursued together.

We conduct our mining activities ethically and with regard for the broader social and environmental impacts on the communities in which we operate.

PanAust's Vision and Values, The PanAust Way and our Sustainability Policy set out our commitment to sustainable performance – improving health and safety, respecting cultural heritage managing environmental impacts, applying ethical business practices and strong corporate governance, and opposing all forms of modern slavery. The Sustainability Policy is available to employees on our intranet in English, Lao, Tok Pisin, Mandarin, Vietnamese and Thai languages.

In 2024, an updated Sustainability Policy was drafted to strengthen expectations on integrating sustainable development into decision-making, proactive risk management, biodiversity conservation, responsible production (recovery, re-use and recycling), and transparent stakeholder engagement and reporting. The draft is currently under Governance Committee review.

Sustainability is implemented through visible leadership, people management, and targeted training and awareness. High-quality governance, disciplined financial management, technical excellence and supportive systems underpin our approach. Sustainability performance is central to the Management Team's work, with the PanAust General Counsel responsible for risk management and sustainability across PanAust, reporting directly to the Managing Director and CEO.

How we maintained the culture in 2024

- Leadership in the field:** regular executive and manager safety walks and 'stop-and-think' engagements at operations.
- HSEC forums:** cross-site sessions for leaders and supervisors to share updates, align on priorities and discuss learnings.
- Quarterly incident review meetings (SIMT oversight):** the management team reviewed progress of investigations into significant and high-potential incidents, including any events that triggered a site-level SIMT. Reviews confirmed root causes, verified corrective and preventive actions, and captured cross-site learnings.
- Critical control verification campaigns:** focus on material risks (e.g. geotechnical, TSF, energy isolation).
- Learning from events:** concise key lessons learnt bulletins and toolbox packages after incidents and near-misses, with actions tracked to closure.
- Training and induction refresh:** updated role-specific HSEC modules and contractor onboarding to strengthen clarity on expectations.
- Community and grievance practice:** refresher sessions on respectful engagement and timely grievance resolution across host communities.
- Data, systems and transparency:** use of the PanAust ERM platform to link risks, controls, incidents and obligations; dashboards provided to sites and leadership to monitor leading and lagging indicators.
- Internal assurance:** targeted HSEC and governance reviews against Group standards, with outcomes integrated into site improvement plans.

Enterprise-wide strategy cadence

To align culture with execution, two enterprise strategy sessions—early 2024 and end 2024—brought senior leaders together to review overall company performance, assess principal risks and opportunities, and confirm the priorities, resources and milestones needed to deliver the strategy in the year ahead.

Outcomes feed into the PanAust Annual Risk Plan, site business plans and individual sustainability objectives.

PanAust remains an associate member of the MCA and a signatory to its 'Enduring Value—The Australian Minerals Industry Framework for Sustainable Development'. We are committed to applying operational standards globally that are consistent with Australian operational standards globally that are consistent with Australian and international expectations, while accommodating cultural, geographical, and environmental contexts in Laos, Papua New Guinea, and Chile. A full MCA membership requires Australian-based assets.

Auditing and benchmarking

Internal audit External audit

PanAust's auditing and benchmarking program supports the Company's ERM Framework, including internal reviews and external audits on specialist topics.

2024 Auditing and benchmarking program

Audit type	2024 audit scope and timing	External/internal	Next audit
Economic performance			
Group financial audit	<ul style="list-style-type: none"> Completed in 2024: Disclosed in Annual Report to ASIC. 	External	2025
Insurance risk engineering survey	<ul style="list-style-type: none"> Completed in November 2024. 	External	2025
Social performance			
Lao socio-economic survey	<ul style="list-style-type: none"> Not completed in 2024: Deferred due to mine life extension. 	N/A	2025
Health, safety and security			
Technical safety audits for high-risk activities/hotspots	<ul style="list-style-type: none"> Completed in Laos and Papua New Guinea in 2024 third-party audits of aviation service providers. 	External	2025
Contractor safety management compliance audits and reviews	<ul style="list-style-type: none"> Seven contractor audits completed in Laos and Thailand. Also completed compliance reviews, risk register reviews and inspections. 	Internal	2025
Security setting and management audits	<ul style="list-style-type: none"> Completed quarterly internal security audits. 	Internal	2025
Governance and risk management			
PanAust Integrated Management System and Safety Management System Standards audits	<ul style="list-style-type: none"> No review scheduled in 2024 or 2025. 	External	2026

Audit type	2024 audit scope and timing	External/internal	Next audit
Environmental performance			
Acid rock drainage	<ul style="list-style-type: none"> Completed in November 2024. Environmental Geochemistry International (EGI). Onsite environmental geochemistry audits at Phu Kham and Ban Houayxai. 	N/A	2024
Tailings Independent Review Panel (TIRP)	<ul style="list-style-type: none"> TIRP site visits at Phu Kham and Ban Houayxai in May 2024. 	External	2025
Engineer of Record (EoR) — TSF construction inspections	<ul style="list-style-type: none"> Reviewed TSF performance: <ul style="list-style-type: none"> Indicated good management for construction, operation, monitoring and corporate governance. EoR site inspections at Phu Kham and Ban Houayxai in January, May and October 2024. Verified construction and operational performance. As part of site inspections in January, May and October 2024. 	External	2025
Comprehensive Dam Safety Review (CDSR)	<ul style="list-style-type: none"> Completed inspection at Phu Kham and Ban Houayxai in May 2024. 	External	2027
Annual Dam Safety Review (ADSR)	<ul style="list-style-type: none"> ADSR completed in October 2024: <ul style="list-style-type: none"> Indicated TSFs operating in line with design intent. 	External	2025
Open-pit geotechnical review	<ul style="list-style-type: none"> Internal geotechnical reviews at Phu Kham, Ban Houayxai in 2024. 	Internal	2025
Geotechnical Independent Review Panel (GIRP)	<ul style="list-style-type: none"> Full GIRP site visit completed in July 2024. Internal design reviews of proposed underground mining, including surface works for the mine portal. Covering open pits, underground and hydrogeology. 	External	2025

Company ownership profile

Subsidiaries below are main operating and services companies

Name of entity	Place of incorporation	Class of shares	Equity holding ¹ (per cent) 2024	Principal activities
Inca de Oro S.A.	Chile	Ordinary	66	Exploration
PanAust IDO SpA	Chile	Ordinary	100	Services
Phu Bia Mining Limited	Laos	Ordinary	90	Exploration and mining
Wuntho Resources Company Limited	Myanmar	Ordinary	90	Exploration
PanAust Services (Myanmar) Company Limited	Myanmar	Ordinary	100	Services
Frieda River Limited	Papua New Guinea	Ordinary	100	Exploration
PanAust Services Pty Ltd	Australia	Ordinary	100	Services
PanAust Services (Thailand) Company Limited	Thailand	Ordinary	100	Services
Saisana Lao Resources Sole Co Limited	Laos	Ordinary	100	Services
Saisana Lao SK Mining Co Limited	Laos	Ordinary	70	Services

¹ Holding and dormant companies not included in listing.

Assurance statement



Independent Assurance Report to PanAust

Work Scope

Niboi Consulting was engaged by PanAust to provide independent limited assurance of PanAust's 2024 Business Review and Sustainability Report (the Report). The Report and the data that we have reviewed cover the 12 month period from January 2024 to December 2024. We adopted an assurance methodology that is consistent with ISAE 3000, *Assurance Engagements Other than Audits or Review of Historical Financial Information*, published by the International Auditing and Assurance Board.

Our work scope comprised review of data, documentation and report drafts provided by PanAust, site visits to the Phu Kham and Ban Houayxai operations and face-to-face interviews with relevant PanAust data owners. As part of our data and documentation review, we assessed original source evidence and reviewed the robustness of the data collation processes. This comprised interrogation of the evidence provided and re-performing selected calculations. Our review process has also evaluated the PanAust Global Reporting Initiative (GRI) Index for the subject matters that we assessed.

For our assurance we assessed data and documentation against criteria comprising statement reliability, relevance, clarity, balance and comparability as well as data accuracy.

We assessed the following subject matters during our review of the 2024 Report:

- **Health, Safety and Wellbeing performance:** working hours; fatalities; total recordable injuries and frequency rate; lost time injuries and frequency rate; alcohol and drug testing; inductions; safety standards; occupational illnesses
- **Social performance:** community relations; grievances; engagement processes; community development programs; sponsorships; contributions; financial services; indigenous peoples' and other human rights
- **Environmental performance:** energy consumption; energy intensity; greenhouse gas emission intensity; Scopes 1, 2 and 3 emissions (reasonable assurance); energy and resource efficiency; tailings storage facilities and waste rock management; closure planning; water use; tailings and waste rock quantities; land disturbance
- **Our People:** employee breakdown; workforce diversity; leadership/management transition
- **Governance:** enterprise risk management; sustainable development integration; management of ethical supply chains and risks.

Independence

Niboi Consulting is an independent consulting company specialising in the evaluation and assurance of sustainability risk management. Niboi Consulting was not engaged by PanAust for any other consulting work during either the Report or the assurance periods. Niboi Consulting had no part in the preparation of the Report other than highlighting areas of clarification that were needed based on our review of Report drafts.

Conclusion

Niboi Consulting concludes that PanAust's 2024 Business Review and Sustainability Report provides a balanced representation of reported issues and complies with the adopted assurance criteria based on our work scope. We consider that the Report meets the reporting requirements of the GRI Standards for the subject matters that we assessed.

During our assessment we identified areas for improvement relating to land disturbance, water use data, energy use reporting, workbook reconciliations and occupational health data. We also identified areas of good practice comprising the independent reviews of tailings management; safety data reporting; risk management policies and framework; supply chain data; community relations management; and community development programs.

Niboi Consulting Pty Ltd, 15 December 2025, Melbourne, Australia

This report has been prepared for PanAust by Niboi Consulting Pty Ltd (ACN 600 024 226) using the standards, care and diligence of the consulting profession. It is based on generally accepted practices and standards at the time it was prepared. No other warranty is made as a result of the provision of this report. To the extent permitted by law, this statement is provided for informational purposes only and Niboi Consulting will not be liable for any reliance which may be placed on this report by any third party. This report may not be used by any third party without the written permission of Niboi Consulting.



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