

2025 Engagement Report



GLENCORE

RAGLAN MINE

Our Commitment

This Engagement Report is a review of our 2025 commitments and achievements, carried out in collaboration with our partners and our stakeholders. It includes measurements of our indicators regarding our social and environmental performance, compliance with human rights, and the prevention and conservation of biodiversity.

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In this report, the words **Inuit, Inuk, Nunavimmiuq** and **Nunavimmiut** are always written with an initial capital letter and remain invariable, whether used as nouns or adjectives.

This approach aims to respect the original form of words in Inuktitut, recognize Indigenous peoples' self-determination and faithfully reflect the cultural customs specific to Nunavik.

Examples

- Inuit live in Nunavik.
- An Inuk played music.
- Nunavimmiut are taking part in the project.
- A Nunavimmiuq artist presented her work.

COVER PAGE → In 2025, Raglan Mine celebrated the 30th anniversary of the Raglan Agreement. Signed in 1995, this historic agreement was a turning point in the Canadian mining industry, establishing a framework for collaboration with Inuit communities based on the recognition of rights and culture, mutual respect, and open dialogue.

A Word from the Vice President



2025 was a meaningful year for Raglan Mine — one where, together, we continued to build on the strong foundations that support our operations and our longstanding relationships in Nunavik.

Throughout the year, our teams focused on maintaining the balance of our strategic pillars, grounded in our people and our commitment to social, environmental, and governance excellence. These foundations shape how we work every day and how we engage with our Inuit partners and the communities of Nunavik.

Three key pillars support our operations: health and safety, production, and cost management. In 2025, our teams demonstrated discipline, professionalism, and teamwork in sustaining performance across these areas, allowing us to remain competitive in a rapidly evolving global nickel market.

The 2025 transformation project, aiming to improve cost management and operational efficiency, brought significant challenges and changes. While necessary, these changes had impacts on our teams, including on our safety performance. In response, our focus for 2026 is clear — stabilizing 2025 changes, strengthening disciplined execution and rigor, increasing management presence on site,

and supporting teams through coaching and stronger prevention.

This year also marked an important milestone: the 30th anniversary of the Raglan Agreement, a pioneering partnership signed in 1995 that continues to guide our relationship with Inuit communities through respect, dialogue, and collaboration. The Raglan Agreement is the cornerstone of our foundation and key to our social license to operate. Through the year, we held multiple activities to celebrate this partnership, which continues to grow stronger as we work together.

This tenth edition of our Engagement Report highlights the actions taken over the past year to strengthen relationships, operate responsibly, and contribute to the vitality of Nunavik. None of this would be possible without the dedication of our employees, partners, and suppliers.

Together, we continue to build a strong, responsible, and sustainable future for Raglan Mine and our partners.

Thank you for your continued commitment.

Jean-François Verret
Vice President, Glencore – Raglan Mine

Leadership Team (In 2025)

From left to right:

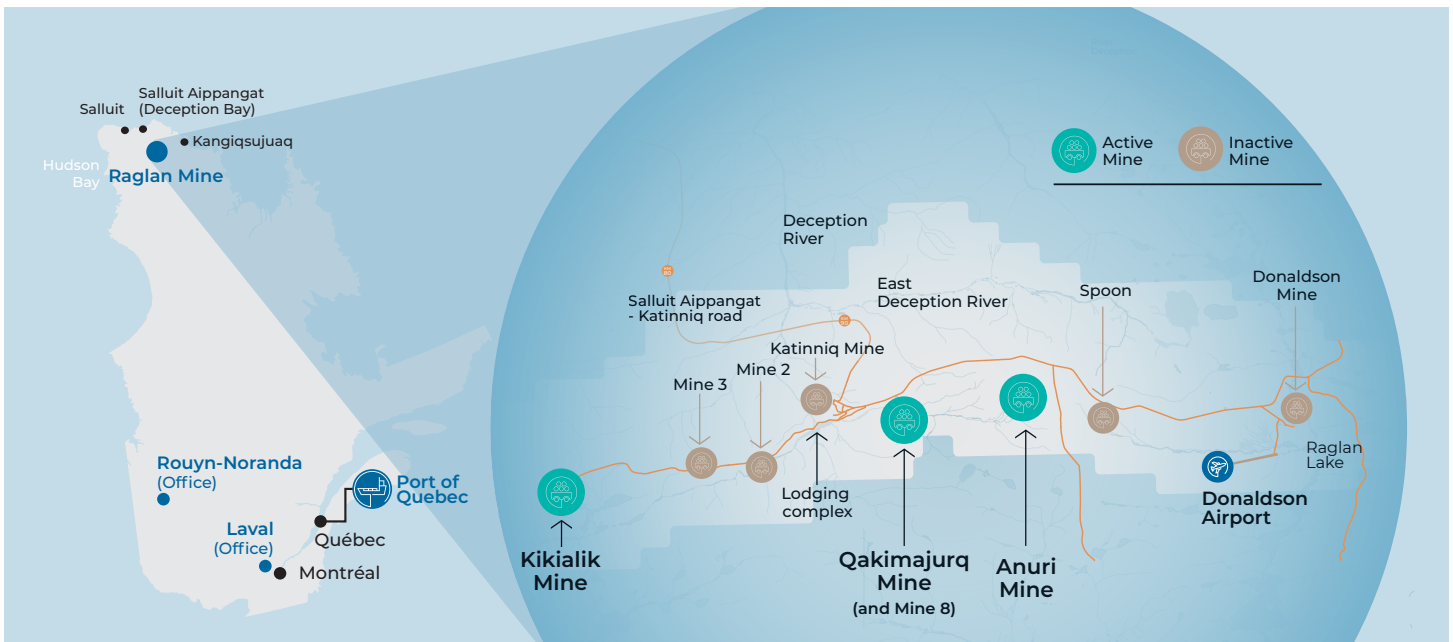
Top row

Marc Robitaille
Isabelle Lapierre
Richard Sévigny
Tristan Plaisance
Pierre Clément
Jean-François Leroux
Laurent Vivier
Amélie Rouleau

Bottom row

Amélie Trépanier
Jean-François Verret
Trevor Blair
Christian Simard





About Raglan Mine

Raglan Mine is part of the Glencore group.

We are Quebec’s largest producer of nickel, an essential element to daily life and the energy transition.

Our activities take place in Nunavik, on the northern edge of Quebec.



We operate three underground mines which, on their own, supply our concentrator.

Kikialik Mine
(meaning “where there is metal” in Inuktitut)

Qakimajurq Mine
(meaning “rich”)

Anuri Mine
(meaning “wind”)

Once extracted from our mines, the ore is crushed, ground and transformed on site into nickel concentrate.

Around **1.5 million tonnes of ore** processed annually.

Approximately **40,000 tonnes of nickel-in-concentrate** produced annually.

We also produce copper, cobalt and some precious metals, in more marginal quantities.

Sustainable Development Goals (SDGs)

In 2015, the United Nations adopted 17 Sustainable Development Goals as a call to action on current and future global challenges to peace and prosperity for people and planet.



Sustainability Governance

Raglan Mine complies with several standards governing its sustainability and practices.

Glencore Standards

Raglan Mine operates in accordance with Glencore’s standards, procedures, and guidelines for health, safety, environment, social performance, cultural heritage and human rights. In this way, we aim to establish consistent and ethical business practices and standards.

TSM

Raglan Mine supports the objectives of the Mining Association of Canada’s **Towards Sustainable Mining** (TSM) standard. TSM is a globally recognized sustainability program that supports mining companies in managing key environmental and social risks. The TSM initiative provides a set of tools and indicators that drive performance and ensure that key mining risks are managed responsibly. Regular audits are carried out to determine our performance rating. The TSM initiative identifies Sustainable Development Goals (SDGs) that concern mining companies in terms of improving community relations and maintaining safety.

Relevance Analysis

Raglan Mine undertook a relevance review to determine which topics should be prioritized in this Engagement Report with key stakeholders.

The exercise involved members of the Raglan Committee as well as the teams at the heart of our social, human rights and environmental performance. This type of analysis helps us identify and rank the topics that deserve the greatest attention in its reporting and engagement efforts. These priorities form the foundation of the present Engagement Report, ensuring that its content directly reflects the issues that matter most to our stakeholders and to Raglan Mine.

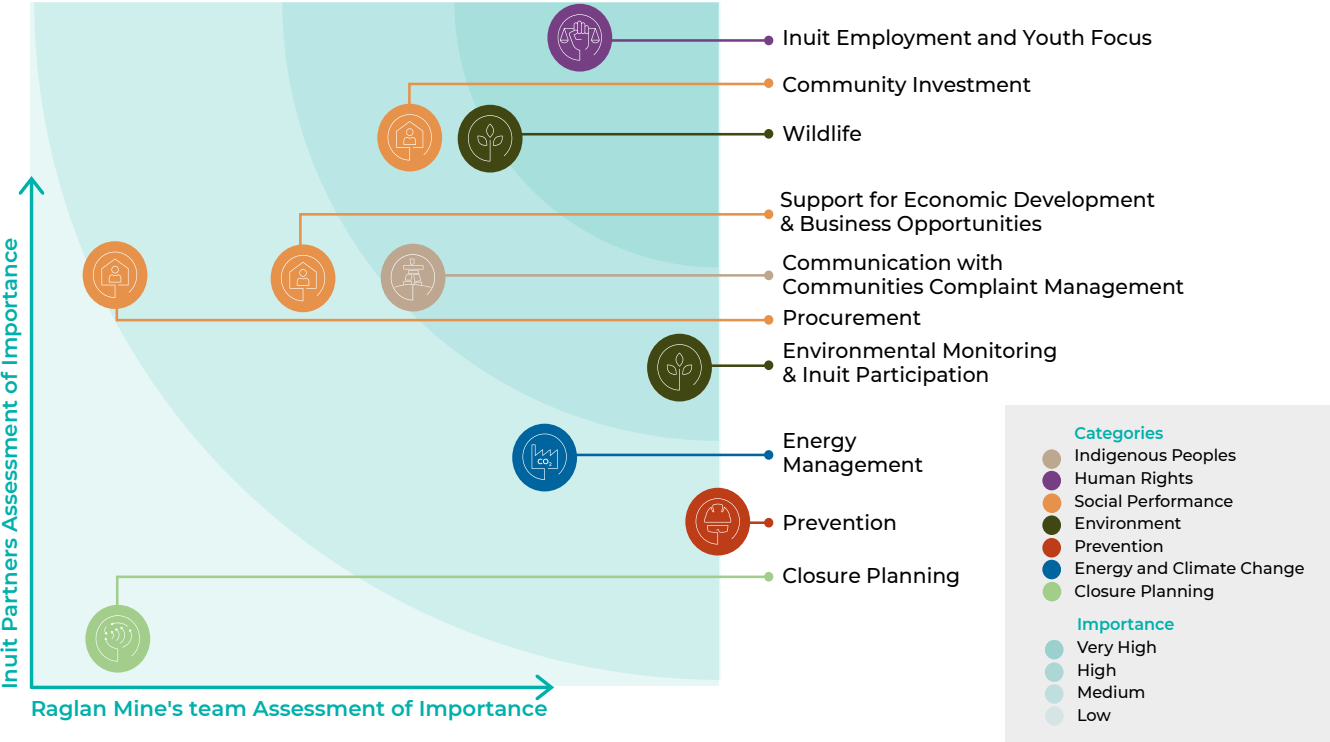




Photo → 2025 Edition of the Salluit Elders Fishing Trip

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Indigenous Peoples

Signed in 1995, the Raglan Agreement was one of the first Impact Benefit Agreements (IBA) between a mining company and Indigenous communities in Canada, marking a major turning point for both the industry and the Inuit communities of Nunavik.

It has established a framework rooted in the recognition of rights and culture, mutual respect and ongoing dialogue. Since this agreement was signed, Raglan Mine has been committed to supporting Inuit employment and businesses, building trust through open communication, and operating responsibly and with respect for the environment.

The agreement was signed by Makivvik Corporation, the northern villages of Salluit and Kangiqsujuaq, their respective landholding corporations (Qaqqalik LHC and Nunaturlik LHC), and Société minière Raglan du Québec Itée (Raglan Mine).





Marking 30 Years of the Raglan Agreement

2025 marked a milestone for Raglan Mine with the 30th anniversary of the Raglan Agreement, which has long supported jobs, training, business opportunities, scholarships, and community initiatives for Nunavimmiut.

On June 17, 2025, during the Community site visit, some 40 guests—including community representatives, Inuit partners, and original signatories of the Agreement—gathered at the mine site to celebrate alongside Raglan Mine's employees. The event was a moment of pride, friendship, and reflection on the shared values that continue to guide the Agreement: mutual respect, ongoing dialogue, and collective prosperity.

The anniversary also featured the launch of a commemorative logo, a video, and a new Instagram page, providing a window into life at Raglan Mine and in Nunavik.

Thirty years on, Raglan Mine reaffirms its commitment to its partners and Inuit communities, continuing to work together toward a sustainable and prosperous future.



A Symbol of Partnership

Created for the Raglan Agreement's 30th anniversary, the logo reflects trust, connection, continuity, and unity between North and South.



Guests at the 30th anniversary of the Raglan Agreement, including several original signatories. → From left to right :
Top row : Adamie Alaku, Maggie Saviakjuk, Amélie Rouleau, Jean-François Verret, Pita Aatami, Samwillie Grey-Scott.
Bottom row : Kakiniq Nayuluk, Charlie Arngak, Thomas Pugsley, Robert Lanari.

Raglan Committee

The Raglan Committee serves as an official forum to facilitate communication between the Raglan Mine team and Inuit parties. It provides an effective cooperation framework for Raglan Mine activities and the implementation of the Raglan Agreement.

Main Goals

- Facilitate the development and operation of Raglan Mine in an efficient and environmentally conscious way
- Promote the employment of Inuit beneficiaries
- Build entrepreneurial capacity and increasing the number of Inuit businesses
- Ensure direct economic benefits for Inuit beneficiaries
- Ensure an effective governance structure
- Promote clear and continuous two-way communication with Inuit communities to ensure their perspectives inform the Committee's discussions and decisions.
- Integrate and value Inuit traditional knowledge and cultural heritage in support of the Committee's mandate and long-term goals.

Voting Members of the Raglan Committee

as of December 31, 2025



<p>Matthew Arngak Kangiqsuuaq representative</p>	<p>Annie O. Kenuayuaq Salluit representative and retired Raglan Mine employee</p>	<p>Alex Tukkiapik Makivvik Corporation representative</p>	<p>Samwillie Grey Scott Assistant Director - Community Engagement</p>	<p>Isabelle Lapierre Director - Environment Community Engagement and Governance</p>	<p>Isabelle Béchard Lead - Skills Development (including Tamatumani)</p>
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Véronique Décoste
Lead - Community Engagement
Official secretary of the Raglan Committee

Several members, including Inuit representatives, community members and Raglan Mine employees, are invited as observers to participate in discussions on specific issues.

Recurring guests include the presidents of the landholding corporations and the mayors of both communities, as well as other Makivvik Corporation representatives.

Subcommittees


Akkivik Subcommittee and Akkivik Program
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Closure Plan Subcommittee
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Raglan Committee Priorities

In 2025, the Raglan Committee prioritized the following three activities, in line with the fundamental goals of the Raglan Agreement.

PRIORITY	GOAL	STATUS
Safety workshop in Salluit Aippangat (Deception Bay)	Facilitate collaboration between Raglan Mine and land users to discuss risks and opportunities, particularly in hunting areas	 Postponed to 2026 after unsuccessful attempts to hold it in 2025
Mine site visit – Focus on waste management	Present our waste management system at the annual site visit, creating opportunities for Inuit partners to identify potential collaborative initiatives	 Site visit organized at Raglan Committee meeting #2 - 2025 Presentations during the Environmental Forum (in Sept. in Kangiqsujuaq, and in Dec. in Salluit)
Supporting the Tamatumani team in addressing employment-related issues	Organize a group discussion and interactive exercise focused on attracting and retaining Inuit workers	 Committee meeting #2 - 2025

Annual Community Visit

In June 2025, Raglan Mine welcomed around 40 participants from local communities and Nunavik organizations for its annual community visit, an occasion that also marked the celebration of the 30th anniversary of the Raglan Agreement.




The visit focused on environmental performance and waste management, offering an opportunity to share priorities, practices, and recent initiatives while fostering transparency and dialogue.

Updates on waste reduction and hazardous materials management were presented, followed by a guided tour of the mine's waste management facilities, including the hazardous waste storage area, where participants observed how oils, batteries, and chemical residues are handled in compliance with environmental standards.



Photo → As of March 2025, 8 of our 11 Apprentice Miners were women.

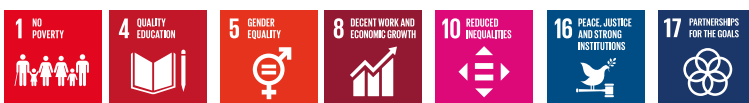
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Human Rights

In 2025, we took a step back to reflect on our Tamatumani program, always reaching for greater positive impact.

With humility and intention, we continue to strengthen inclusion, respect, and meaningful opportunity for our workforce and the communities connected to our operations.



Cultural Sharing

Cultural sharing is an important part of life at Raglan Mine, helping employees and community members build understanding, respect, and stronger connections.

Through these initiatives, participants experience Inuit traditions firsthand and foster meaningful relationships across cultures. Key examples from 2025 include:



Pingualuit Park Excursion

Nearly 20 Raglan Mine employees enjoyed a multi-day adventure at the Pingualuit Crater, taking in the breathtaking scenery and participating in winter activities.



Raglan University

In its 3 cohorts in 2025, supervisors spent a week in Salluit for immersive training in health and safety, human resources, and intercultural understanding. Each cohort includes cultural activities such as observing seal hunting, mussel picking, throat singing, and storytelling. These experiences are helping supervisors to gain a deeper appreciation and understanding of Inuit culture.



Salluit Elders Fishing Trip

This annual event brings Sallumiut together near our facilities at Pangaliaq Lake for a traditional fishing activity carried out by Salluit Elders. It provides employees and community members with an opportunity to gather on the land and learn from Inuit knowledge.

Archaeological Research with Avataq Cultural Institute

In partnership with the Avataq Cultural Institute, Raglan Mine is carrying out a multi-year project to enhance the understanding and documentation of cultural heritage within the mine's local area of influence.

The initiative includes a comprehensive review of existing archaeological and historical data, mapping of known and potential sites using historical records and modern geospatial tools, and a field validation campaign planned for 2026 to confirm site boundaries, condition, and cultural significance.

The findings will support the long-term protection and respectful management of Inuit heritage, ensuring culturally important sites are documented and safeguarded before any land use or development activities.

Soapstone for Cultural and Educational Activities

Raglan Mine provides soapstone to community members and students to support cultural heritage and intergenerational knowledge sharing. During Culture Week this spring, Salluit School students created beautiful carvings, showcasing creativity and the continuation of traditional skills.





What is Tamatumani?

Created in 2008, Raglan Mine's Tamatumani program (which means "new start" in Inuktitut) aims to attract, train and retain as many Inuit workers as possible.

It oversees the entire hiring process for Nunavimmiut, provides basic and technical training, and supports the onboarding of new Inuit employees.

Programs Offered

Stope School → Training program intended for Inuit individuals with no mining experience who wish to become underground miners.

Apprenticeship → Service that matches Inuit employees with experienced mentors to help them learn a particular trade.

RIDE Program (Rapid Inuit Development and Employment) → This program aims to accelerate the progression of qualified Inuit employees to higher-responsibility positions.

Personalized Training → Customized training program for heavy equipment mechanics, operators, welders and more to give Nunavimmiut the tools they need to achieve their professional goals.

Core Skills Development → Program that helps Inuit employees gain key skills, including in reading, writing, math and computer tools.

Tamatumani 3.0

In 2025, we aimed to evaluate our current Tamatumani activities and find ways to improve employee satisfaction, reduce absenteeism, increase retention, and strengthen overall Inuit participation at the mine.

We involved key stakeholders, employees, managers, and the Raglan Committee throughout the decision-making process to ensure Inuit employment needs are central to our recommendations and strategy. Through the diagnostic process, we identified several key areas for improvement that align with research and industry best practices. Actions to be prioritized will be defined in 2026 in collaboration with our partners, with implementation beginning in 2027.



Our 2025 graduates

Christopher Angatookalook

Underground heavy equipment mechanic

Leanna Angnatuk

Underground heavy equipment mechanic

Sammy Annahatak

Building maintenance worker

Jeannie-Ann Cain

Underground miner

Ida Gordon

Heavy Equipment Operator class III

Maata Irniq

Heavy Equipment Operator class III

Paulusie Jason Irniq

Heavy Equipment Operator

Malaya Ittoshat

Building maintenance worker

Louisa Kasudluak

Underground miner

Martha Kasudluak

Underground miner

Paulusie Nuktie

Underground electrician



First Inuit Committee

In 2025, Raglan Mine established its first Inuit Committee, a collaborative platform between the union and Tamatumani.

The committee provides Inuit employees with a space to raise concerns, explore solutions, and work together to ensure a comfortable and supportive work environment. Moving forward, three meetings per year will be held to maintain consistent follow-up and ongoing dialogue.



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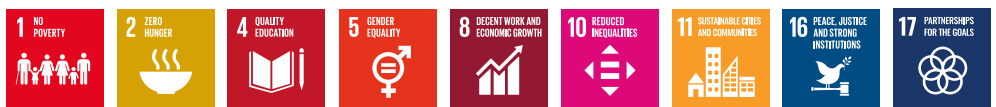


Social Performance

In 2025, we took meaningful action to deepen our role as a community partner.

We paused to reflect on how our contributions through donations, sponsorships, community-led projects, and local contracting can foster sustainable and lasting benefits.

This section highlights how we are evolving our practices with purpose, accountability, and commitment to positive, enduring impact.





Raglan Education Fund

Under the Raglan Agreement, Raglan Mine contributes a minimum of \$50,000 annually to the Raglan Education Fund, which provides scholarships to Nunavimmiut pursuing post-secondary, college, or university studies.

Each year, any remaining funds from the previous year's allocation are also redistributed to education-related organizations in the host communities.

In 2025, Arsaniq School in Kangiqsujaq and Ikusik School in Salluit each received an amount through this redistribution.

In addition, as part of Glencore's insurance renewal, Sun Life is contributing an additional \$5,000 per year from 2024 to 2028 to further support educational initiatives, expanding opportunities for students in the region.

44

Nunavimmiut students received a scholarship in 2025.

Unniluk: Complaint Management Process

In 2023, we introduced an improved complaint management process, developed in collaboration with the Raglan Committee's Inuit partners. The process, called "Unniluk" in Inuktitut, covers all stages of a complaint, from its receipt and investigation until its conclusion.

In the offices of the Raglan Mine liaison officers in Salluit and Kangiqsujaq, a box is available to receive anonymous complaints from community members.

Other mechanisms available and promoted to receive complaints include in-person discussions with liaison officers in the communities of Salluit and Kangiqsujaq, the Raglan Mine Facebook page, the liaison officers' Facebook pages, a social media monitoring, local radio and the inforaglan@glencore.ca email address.

**1**

Concern is reported by the community member

2

Concern is received

3

A plan to fix the issue is confirmed

4

Issue is resolved

5

Follow-up with the community

6

Complaint is closed

Via → Email - In person - Liaison Officer - Social media - Local radio



Akkivik: Fostering Development

Akkivik, which means “to give a leg up” in Inuktitut, is the flagship program of Raglan Mine’s social contribution in its host communities. It is a community service program designed to support projects that foster long-term social and economic development in Salluit and Kangiqsujuaq.

In 2025, several initiatives were supported through Akkivik to strengthen local skills, preserve cultural knowledge, and improve community well-being.



<https://www.glencore.ca/en/raglan/sustainability/community/community-akkivik>



Community Greenhouse Project (Salluit)

Results and benefits

- Establishing a multiyear community greenhouse initiative to reduce food insecurity.
- Lower operating costs for local organizations such as the daycare, women’s shelter, and family house through access to affordable locally grown produce.
- Support youth learning in gardening practices, introduced new vegetables and related cooking techniques.
- Achieve full production of 25 garden beds in 2025.



Launched in 2018, the program is governed by a subcommittee of the Raglan Committee, which includes representatives from Salluit and Kangiqsujuaq as well as members of the Raglan Mine Community Engagement team.



Silapaak making (Salluit)

Results and benefits

- Provide community women with practical skills in sewing.
- Support the transmission of ancestral knowledge related to traditional garment making.
- Foster pride and confidence among participants as they completed their handcrafted creations.



Heritage on the land (Kangiqsujuaq)

Results and benefits

- Enabled more community members to connect with the land as a source of learning and healing.
- Offered opportunities for fishing, hunting, harvesting, and traditional food preparation activities.
- Strengthened cultural continuity through hands-on land-based experiences.



Solar panels on cabins (Kangiqsujuaq)

Results and benefits

- Installed two solar panels and a power station on a community cabin.
- Reduced reliance on fuel based energy during land-based activities.
- Provided 6 students with hands-on learning opportunities in construction and renewable energy installation.

Members of the Akkivik Subcommittee

(as of December 2025)

Kangiqsujuaq

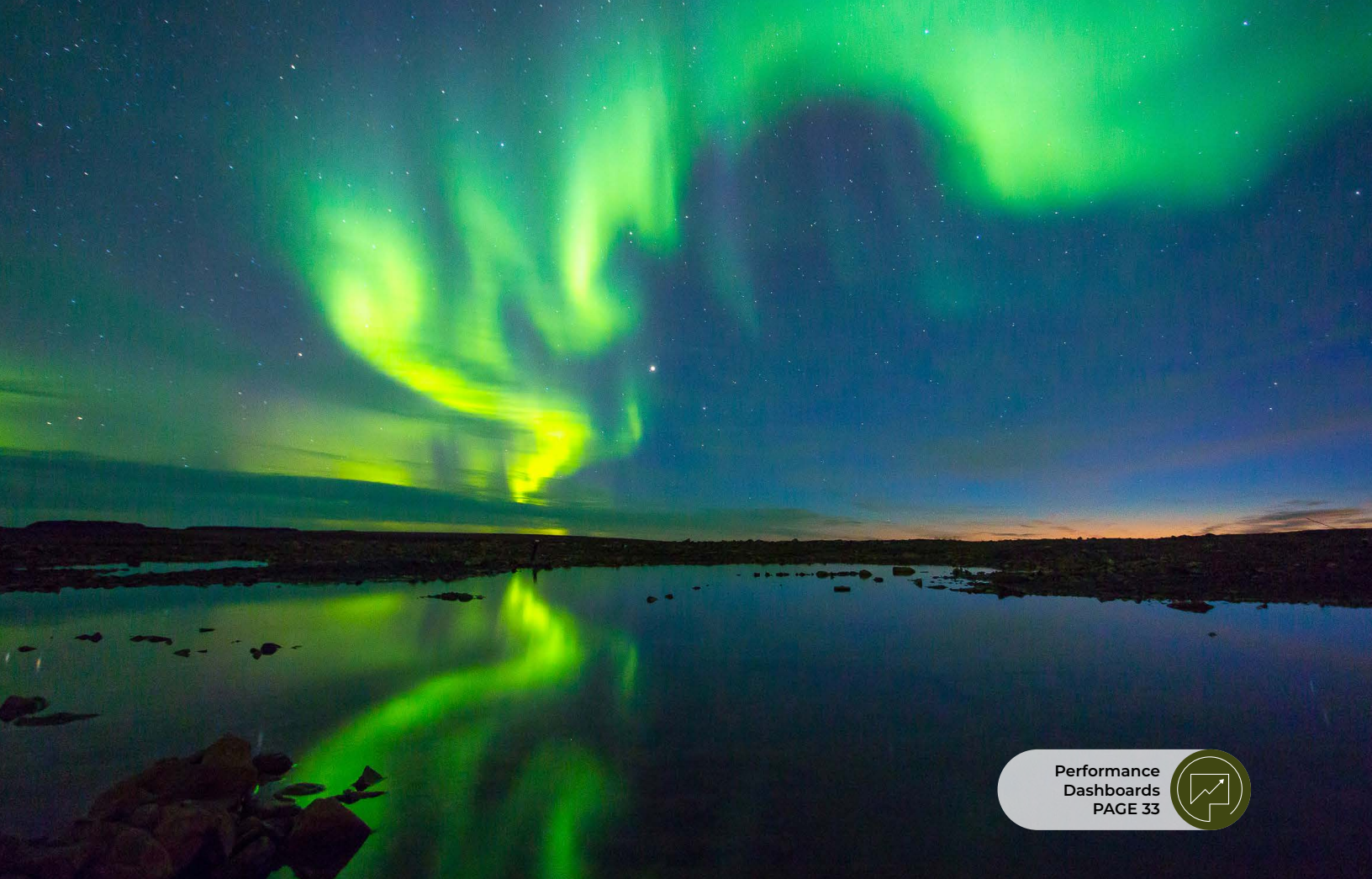
- Mary Arngaq
- Noah Annahatak


Salluit

- Ealla Kaitak
- Adamie Saviadjuk

Raglan Mine

- James Greig
Community Mining Liaison Officer, Kangiqsujuaq
- Mary Papigatuk
Community Mining Liaison Officer, Salluit
- Véronique Décoste
Lead - Community Engagement (observer)
- Léa Boucher-Telmosse
Coordinator - Community Engagement (observer)



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Environment

In 2025, we deepened our commitment to environmental stewardship by strengthening waste reduction efforts and advancing a more thorough, transparent approach to environmental monitoring.

Guided by scientific rigor and grounded in Inuit perspectives and traditional knowledge, we continue to improve how we observe, understand, and respond to environmental change around our operations. These efforts reflect our ongoing dedication to protecting the land and ecosystems we share with the communities of Nunavik.



Raglan Mine is proud to take part in Towards Sustainable Mining (TSM) initiatives and to have renewed its ISO 14001 certification in 2025.

Waste Reduction Initiatives

In 2025, Raglan Mine undertook several initiatives to strengthen cost management and improve operational efficiency through concrete actions in waste reduction, energy optimization, and better consumable management.

As part of this commitment, targeted environmental measures were implemented to reduce waste generation and increase resource recovery across operations.



Food Services Optimization

The Kitchen team launched a pilot project to improve satellite kitchen management and reduce food waste. By adjusting quantities to better reflect demand and applying the FIFO (First In, First Out) method, teams minimize surplus, prevent spoilage, and reduce unnecessary disposal.



Materials Recovery Improvements

The Environment Department introduced measures to divert waste from landfill by reusing wooden pallets and drums onsite and installing additional copper and metal collection containers at strategic locations, supporting material recovery and lowering environmental impact.

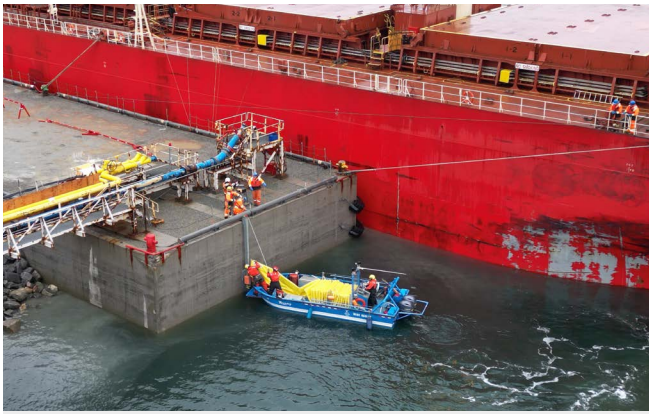
Hydraulic Hose Performance Improvement Initiative

Hydraulic hoses are a vital component of heavy equipment, but over time they can become brittle or damaged especially in extreme cold, resulting in oil leaks and spill events.

To address this risk, a targeted project was launched to identify hose models with improved low-temperature performance.

As a result, between 2024 and 2025, spill events decreased by 56%, and the total volume of oil spilled was reduced by 64%, demonstrating the effectiveness of this proactive replacement strategy.





Diesel Spill Simulation Exercise

A major diesel spill **simulation** was conducted at the Salluit Aippangat (Deception Bay) port site, using the MV Arvik 1 and local facilities to test and strengthen our response capabilities.

The exercise aimed to ensure safe and effective containment and recovery of hydrocarbons in line with our oil pollution prevention and emergency plan, while specifically validating the communication mechanisms in place with the communities. A key objective was to test these protocols in a simulated environment to ensure all parties are prepared and coordinated should a real incident occur.

Keeping the community promptly and clearly informed was therefore a central component of the exercise, reinforcing Raglan Mine's commitment to partnership, respect, and transparent communication.



Commitment and Ongoing Improvements at the Port of Québec

Glencore has completed all corrective measures required in 2024 by the ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs (MELCCFP) for its Beauport facilities at the Port of Québec.

Finalized in October, the measures included an independent performance audit, the installation of two real-time nickel monitors, and pre-feasibility studies on hatch covers during unloading and loading operations.

These actions build on over \$60 million invested since 2013 to reduce environmental impacts in Québec City. In 2025, airborne nickel levels remained well below the standard's limits, with 100% daily compliance.

Eyes of the Land: A Bridge Between Mine and Land

Newly implemented in 2025, the Eyes of the Land program allows Inuit employees to take an active role in Raglan Mine's environmental monitoring, integrating Inuit perspectives into field activities.

Participants work with the Environment Department to observe, record, and report on conditions such as water quality and dust, while receiving training and certification through Tamatumani.

Since its launch, many employees have joined, demonstrating strong commitment to protecting the land and learning about the mine's environmental practices.



Environmental Forums

In 2025, Raglan Mine held two environmental forums, in Kangiqsujaq (October) and Salluit (December), engaging over 400 participants in total.

These events provided opportunities to discuss environmental monitoring, waste management, and land protection with community members.

Key activities included

Meetings with local representatives to share updates on environmental performance and initiatives;

School workshops on waste sorting, recycling, and the role of traditional Inuit knowledge in protecting the land;

Community clean-up with students in Kangiqsujaq, with over 100 participants;

Radio and kiosk at the local Coop store to answer community members' questions;

Visit to the waste disposal site in Salluit and in Kangiqsujaq to discuss waste management challenges and opportunities for collaboration;

Discussions on light pollution with Pingualuit National Park.



Collaborating on Environmental Stewardship

In 2025, Raglan Mine engaged with external partners to strengthen environmental management :

Pingualuit National Park

We discussed key observation points based on the park's landscape and visitor experience.


Kativik Regional Government (KRG)

We exchanged knowledge on waste and spill management, exploring improvements in recycling, waste reduction, and emergency response.

These collaborations combine local expertise and traditional knowledge to support sustainable environmental practices.





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Prevention

Health and safety is a priority for Raglan Mine. We believe that all injuries are unacceptable and can be prevented.

Our goal is to maintain a safe workplace by identifying and assessing the risks associated with each task, approving critical inspections, rewarding safe behaviour and investing in prevention.

Over 51,000 prevention actions

carried out by our employees and contractors in 2025.





Reinforcing a strong safety culture

In 2025, Raglan Mine recorded more incidents requiring medical attention than in previous years. The vast majority of injuries occurred during simple, routine tasks, highlighting the need for constant vigilance, even in the most ordinary activities.

As a result, starting in early 2026, several initiatives will be implemented and strengthened to reinforce our prevention practices and renew our commitment to safety at all levels of the organization.

Our commitment also extends to Raglan Mine's presence in host communities. Our Community Mining Liaison Officers (CMLOs) carry out essential safety checks that, while often simple, have a significant impact.

These include ensuring that seat belts are functional, providing visitors with appropriate personal protective equipment so they remain visible at all times, and conducting risk assessments to identify emerging hazards such as extreme cold, wildlife threats, or other environmental risks.

These proactive measures help safeguard everyone involved and reinforce Raglan Mine's strong safety culture beyond the mine site.


Ungammuatug

In 2025, Raglan Mine hosted Ungammuatug for the first time, the regional conference on substance uses in Nunavik organized by the Nunavik Regional Board of Health and Social Services.

Health professionals offered traditional healing activities, led workshops, and set up kiosks for Inuit employees. Sessions covered topics such as harm reduction, recovery pathways, supporting a loved one, and overdose prevention.





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Energy and Climate Change Management

Amid the global energy transition and growing climate challenges, 2025 marked a significant year for Raglan Mine.

By optimizing energy use —particularly in heating, mine ventilation, and mining strategies— we achieved significant reductions in consumption and Greenhouse Gases (GHG) emissions compared to 2024, strengthening both our environmental performance and long-term competitiveness.





Energy-Saving Project

Energy has represented approximately 16% of our production costs in recent years.

Several initiatives have been implemented to reduce consumption, including reorganizing unused spaces to avoid unnecessary heating and optimizing underground ventilation, by adjusting fan operations and blade angles without compromising performance nor safety.

Potential Wind Farm Project

Raglan Mine's goal is to reduce its dependency to fossil fuel.

To help further this objective, we are assessing options to potentially add new wind turbines near our operations.

In 2025, the two wind turbines installed in 2014 and 2018, saved an estimated:



Over

3.19

million liters of diesel



8,901

tonnes of greenhouse gases (GHG)

Equivalent of:



or



33,775

snowmobiles removed from the trails

2,572

cars removed from the road

Project Viability Update

In 2025, we made the decision to place the project on hold until conditions became more favourable, while continuing to take the necessary steps to submit the environmental and social impact assessment by December 2025. We are now reassessing the project and exploring potential options, including a phased implementation approach. Further updates will be provided as the evaluation progresses.

Environmental and Social Impact Assessment

An Environmental and Social Impact Assessment (ESIA) was launched in 2024 and completed in 2025 for the proposed wind farm project at Raglan Mine. The study was led by WSP, with environmental inventories conducted by AtkinsRéalis.

The project is subject to the approval process established under the James Bay and Northern Quebec Agreement and the Environment Quality Act. The ESIA documents potential environmental and social impacts and outlines measures to avoid or mitigate negative effects.

Local communities were consulted from the outset to ensure their concerns and Inuit traditional knowledge were incorporated. The ESIA was submitted to the Kativik Environmental Quality Commission (KEQC) for review and authorization. Virtual modelling, videos, interactive maps, and Inuktitut-language materials helped communities visualize the project and participate meaningfully. Follow-up consultations in Salluit and Kangiqsujuaq were scheduled to share how feedback was integrated and to present proposed mitigation measures.



Photo → In June 2025, Raglan Mine received the 2024 Distinction Award in the Community Relations category from the Quebec Mining Association, celebrating the outstanding work of its Closure Plan Subcommittee.



Mine Closure Planning (Isulittuq)

Closure Plan Subcommittee Working Together for a Sustainable Future

About the subcommittee

In discussions with its Inuit partners from Salluit and Kangiqsujuaq, Raglan Mine realized that some of their main concerns involved mine closure practices, particularly tailings management.

To address these concerns, Raglan Mine is committed to involving host communities in the closure plan review process.

This multi-stakeholder initiative, set up long before Raglan Mine's closure, promotes a concerted, sustainable approach by bringing together representatives from Inuit communities, the mining sector and experts in social and technical closure.

Vision statement

Plan a mine closure that will preserve the use, resources and environmental integrity of Inuit lands, generate benefits and build capacity in Salluit and Kangiqsujuaq, and ensure the transfer of skills, knowledge and values between Inuit and industry to ensure effective, safe and sustainable solutions for Raglan Mine closure and restoration.



Subcommittee Members

as of December 2025

Representatives from Kangiqsujuaq	Dora Tertiluk (since 2024) Vacant
Representatives from Salluit	Ealla Kaitak (since 2023) Charlie Ikey (since 2023)
Representatives from Makivvik	Alex Tukkiapik (since 2024 and Co-Chair since October 2025)
Representatives from Raglan Mine	Samwillie Grey-Scott , Assistant Director – Community Engagement (Co-Chair since 2025) Marie-Pier Ethier , Specialist – Restoration and Closure (Environment) Erin Clyde , Glencore Canada <i>In transition</i> , Community Mining Liaison Officer for Salluit James Greig , Community Mining Liaison Officer for Kangiqsujuaq
Social expert	Arn Keeling, Ph. D. , Social Recovery Expert, Memorial University of Newfoundland and Labrador
Technical expert	Vincent Boulanger Martel , technical expert Université du Québec en Abitibi-Témiscamingue (UQAT)
Secretary and integration trainer	Charles Levac

Subcommittee observers → The subcommittee may invite observers to provide technical, administrative and research support. To date, the subcommittee has invited graduate students, technical advisors, government observers and administrative support staff to attend meetings and participate in research, information and organizational efforts to further the committee’s goals.

Nakurmiik to Current and Former Members

We would like to thank all current and former members of the subcommittee for their contributions, with special recognition to outgoing member **Amélie Rouleau**, who initiated the creation of the subcommittee and dedicated tremendous energy and commitment to its establishment and success.

Four Key Goals	1. Keep communities well informed	2. Develop subcommittee expertise	3. Establish clear governance structures for the subcommittee	4. Review Raglan Mine’s full closure plan
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2025 Highlights

Closure Plan Approval: A Major Milestone Achieved

The most significant achievement in 2025 was the approval of the Raglan Mine Closure Plan by the Ministry of Natural Resources and Forests, following a comprehensive review conducted in collaboration with the Closure Plan Subcommittee. To mark this important milestone, Ian Morissette, Deputy Minister of Mines for Quebec, joined the Subcommittee in October for a dedicated presentation and discussion. The session reviewed the Subcommittee’s history, objectives, and key contributions.



Photo → Members of the Closure Plan Subcommittee met with Ian Morissette, Deputy Minister of Mines, in Rouyn-Noranda, October 2025.



Performance Dashboards 2.0

The performance goals were established in alignment with the objectives set out in the Raglan Agreement.

They are ensuring consistency between operational priorities and the commitments made to our stakeholders.

Note: For the 2025 edition of the Engagement report, several new indicators have been introduced. As these indicators were implemented this year, only 2025 data are available; comparative data for 2023 and 2024 are not applicable. Results for these indicators will be compiled and tracked on an annual basis moving forward.



Indigenous Peoples

Performance Dashboard					
Performance Goal	Ensure compliance with and implementation of the Raglan Agreement				
Performance Indicators	2025 Results	2024 Results	2023 Results	3 year Trend	
Meetings					
Raglan Committee	5	5	6	→ stable	
Closure Plan Subcommittee	4	7	5	↘	
Akkivik Subcommittee	2	2	1	→ stable	
Community visits to the mine site					
Number of site visits	1	1	1	→ stable	
Number of participants from communities	25	15	16	↗	
Cultural Heritage					
Number of employees who have taken intercultural training annually (Inuit and non-Inuit)	177	397	377	↘	
Annual number of words translated into Inuktitut for internal and external communications	over 32,000	N/A	N/A	N/A	

What's next ?

- Raglan Mine and the Avataq Cultural Institute are working together on a multi year project to improve the documentation and protection of cultural heritage in the mine's area (reviewing existing information, updating maps of heritage sites, and conducting field checks).
- The results will help ensure Inuit cultural sites are properly identified and protected before any development.



Human Rights

Performance Dashboard				
Performance Goal	Respect the dignity and human rights of our employees, our business partners, the communities that host our activities, and all those who may be affected by our operations			
Performance Indicators	2025 Results	2024 Results	2023 Results	3 year Trend
Local Employment (Inuit)				
Proportion of the workforce	17%	17%	16,7%	→ stable
Total number of Inuit employees	196	205	217	↘
Earnings paid	approx. \$22M	over \$20M	over \$16M	↗
Retention Rate	71%	69%	76%	~ variable
Number of Inuit employees in supervisory positions	4 (1 manager, 3 supervisors)	4 (1 manager, 3 supervisors)	4 (1 manager, 3 supervisors)	→ stable
Number of Inuit employees enrolled in the Rapid Inuit Development and Employment (RIDE) program	77	74	70	↗
Tamatamani Training programs				
Number of participants	48	44	41	↗
Number of graduates	11	10	13	↗
Retention rate	82%	86%	86%	↘
Amounts invested	over \$3,3M	over \$4,1M	over \$4,5M	↘
Support for Inuit employees and their families				
Number of initiatives and services	12	12	12	→ stable
Value of traditional foods purchased by Raglan Mine	over \$14,1k	over \$9,2k	over \$7,3k	↗
Intercultural Awareness				
Number of supervisors who attended Raglan University	21	63	8	↘
Women Employment				
Total number	264	285	N/A	↘
Proportion of the workforce	20%	21%	N/A	↘
Number of Nunavimmiut women	98	111	118	↘
Number of women in management	3	3	N/A	→ stable
Complaint Management Process				
Number of formal external complaints reported and handled	12	10	22	↘

Note: Human rights risk analysis are carried out at the appropriate time to help us identify priority areas and adapt our practices as needed.

What's next ?

→ Improving our Inuit employment and retention through our Tamatamani 3.0 project, along with our Inuit partners.



Social Performance

Performance Dashboard				
Performance Goal	Be a trusted partner and support socio-economic development in Nunavik			
Performance Indicators	2025 Results	2024 Results	2023 Results	3 year Trend
Global Procurement				
Percentage of companies* market share—contracts awarded (Nunavik)	26%	25%	25%	→ stable
Local procurement (Inuit Businesses)				
Percentage of tenders (Inuit businesses) invited to bid	20.4%	26.2%	26.7%	↘
Share of contracts awarded*	40%	61%	60%	↘
Number of contracts awarded	8	22	12	~ variable
Total Value of Contracts Awarded	over \$310M	over \$130M	over \$17M	↗
Social contributions benefitting Nunavik and southern communities				
Total value (donations, sponsorships & development projects)	over \$1,4M	over \$1M	over \$1,1M	↗
Annual investment in Akkivik Program projects (including carry-over funds)	over \$230,000 (7 projects)	over \$140,000 (5 projects)	over \$500,000 (16 projects)	~ variable
Giving Back Sponsorship program for employees	\$37,500	\$37,500	\$37,500	→ stable
Approximate commercial value of transportation aboard MV Arvik	over \$110,000	over \$100,000	over \$65,000	↗
Raglan Education Fund				
Total amount distributed	\$55,000	\$50,000	\$50,000	↗
Amount for scholarship	\$39,100	\$36,050	\$35,000	↗
Amount for education-related community projects	\$15,900	\$13,950	\$15,000	→ stable
Number of Nunavimmiut scholarship recipients	44	47	45	→ stable
Communications with local communities (Salluit and Kangiqsujuaq)				
Number of Facebook posts intended for communities	165	94	366	~ variable
Number of office open days	343	133	247	↗
Kangiqsujuaq	172/253	51/253	43/253	↗
Salluit	171/253	82/253	204/253	↗

* We support the sustainable economic development of the communities affected by our activities by prioritizing their entrepreneurs, supporting business creation, and creating jobs for Nunavimmiut both with local contractors and within our own workforce.

(continued)



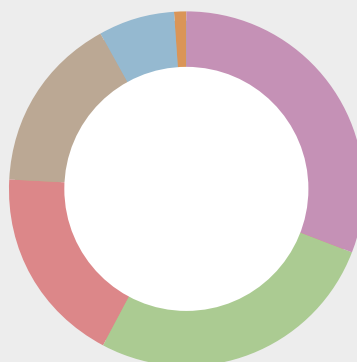
Social Performance (continued)

Performance Indicators	2025 Results	2024 Results	2023 Results	3 year Trend
Requests from local communities (Salluit and Kangiqsujaq)				
Number of requests submitted	87 (65 Salluit, 22 Kangiqsujaq)	53	74	↗
Number of requests approved	82 (64 Salluit, 18 Kangiqsujaq)	51	55	↗
Community Stakeholder satisfaction				
Average results of 'Agree' responses for questions related to Environment and Land Use, Economic Development, Community Investment, and Trust and Relationships. (from Perception Survey, completed every 3 years. Last update: 2024)	-	65%	-	N/A

Contribution breakdown by theme

with reference to Glencore's Social Contribution Framework

Community health and well-being	31%
Environment	27%
Supporting infrastructure and energy transition	18%
Other	16%
Promoting education and skills	7%
Local enterprise and supplier development	1%



In 2025, initiatives benefitting Nunavik and southern communities were valued at over \$1,4M.

What's next ?

- Reshaping the Akkivik program to create stronger, longer term impact in Inuit communities.
- As our intent is to revisiting our broader social investment strategy, Akkivik will serve as the first key lever in this renewed approach—setting the foundation for a more strategic, long-term, and community-driven investment framework.



Environment

Performance Dashboard				
Performance Goals	<ul style="list-style-type: none"> → Responsibly reduce and mitigate our impact on the environment → Seek opportunities to avoid a net loss of biodiversity → Protect and restore the ecosystems in which we operate 			
Performance Indicators	2025 Results	2024 Results	2023 Results	3 year Trend
Waste Management				
Metal (tonnes)	approx. 1,400	over 1,600	over 1,500	↘
Environmental Monitoring				
Number of Inuit employees participating in environmental monitoring activities	7	1	2	↗
Environmental Awareness				
Number of participants at the Environmental Forums	400	225	200	↗



Prevention

Performance Dashboard				
Performance Goal	Protect our people by identifying risks and controlling them to prevent adverse events and injuries			
Performance Indicators	2025 Results	2024 Results	2023 Results	3 year Trend
Prevention actions carried out by our employees and contractors	51,086	68,720	61,745	↘
Prevention of events ¹ without injury with minor or major consequences (frequency)	2,393	2,466	1,511	~ variable
Prevention of hand and finger events ^{1,2} (frequency)	544	563	281	~ variable
Situations where a risk is corrected ¹ by an employee before an incident occurs (hazardous conditions) (frequency)	6,293	7,834	7,442	↘
Stoppage of work that could pose a risk of injury or property damage (total number)	1,440	1,808	1,949	↘

1 Data represent frequency rates per million hours worked.

2 Incidents without consequence are situations in which a worker could have gotten hurt, but fortunately, no injuries occurred. In our reporting culture, we want our workers to feel comfortable reporting these situations so we can improve our work techniques to make them as safe as possible. The greater the number of incidents without consequence reported, the better we can understand and prevent hazards. In particular, we want to increase the prevention of hand and finger events because they make up more than 50% of our reportable accidents.

What's next ?

- We will continue to strengthen prevention through targeted actions.
- Efforts will focus on enhanced field-based coaching to better identify risks, reinforce safe behaviours, and support the development of a sustainable safety culture.
- Visible and active leadership on site will be further reinforced, with increased presence from management.
- Contractors will remain fully integrated into the prevention strategy through regular alignment meetings to ensure shared expectations and continuous improvement.

Energy and Climate Change Management

Performance Dashboard				
Performance Goal	Support the transition by supplying the metals needed for tomorrow's energy system, while continuing to meet today's energy needs responsibly			
Performance Indicators	2025 Results	2024 Results	2023 Results	3 year Trend
Decarbonization initiatives				
Estimated number of tonnes of GHG saved by our two wind turbines*	over 8,900	over 12,900	over 10,700	~ variable
Estimated number of litres of diesel saved (million)	over 3.19	over 4.7	over 3.8	~ variable

* This figure is calculated using the Quebec government's emission and conversion factors sheet.





This material does not purport to contain all of the information you may wish to consider. Certain descriptions involve future events and therefore contain statements that are, or may be deemed to be, “forward-looking statements” which are prospective in nature. Forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements to differ substantially from any future events, results, performance, achievements or other outcomes expressed or implied by such forward-looking statements. No statement in this material is intended as any kind of forecast, guarantee or prediction of future events or performance, and past performance cannot be relied on as a guide to future performance. Except as required by applicable rules or laws or regulations, Glencore and its affiliates are not under any obligation, and expressly disclaim any intention, obligation or undertaking, to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

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You can also contact one of our community mining liaison officers directly:



@CMLOSalluit



@CMLOKangiqsujaq

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