STRACON Group

Sustainability Built Through Action

2025
Sustainability Report

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✪ Priority topic - sustainability issues that can significantly impact the Group's performance and stakeholders.

Message from the Chairman of the Board

This year marked a historic milestone for our organization as we successfully listed on both the Toronto Stock Exchange (TSX) and the Lima Stock Exchange (BVL). The transition to a public company provides us with powerful new tools for performance and future growth, and marks an important step in our sustainability journey as we expand the scope of our efforts to be transparent.

Our success this year was underscored by the extension of several major contracts and the addition of new ones, most notably our landmark Pérez Caldera project in Chile. With a value approaching one billion dollars, this landmark project allows us to demonstrate our full range of capabilities available for our global clients. It stands as a concrete example of our evolution and our ability to execute complex, large-scale EPC (engineering, procurement, and construction) projects.

At the heart of our work is our commitment to sustainability and ESG, which we view as fundamental to our business culture and governance. For over two decades, we have developed proprietary practices by working alongside global mining leaders. We recognize that our success is driven by a culture that empowers our teams to provide comprehensive and innovative solutions. Our clients trust the STRACON brand and STRACON people because they are able to manage the entire ecosystem of a mining project, from technical operations to community relationships and environmental challenges, while creating efficient and responsible working operations.

Analysts Corner - GRI 2-22

Project Photos: Tailings Dam - Constancia Project and Pierina Project, Peru

Although the health and safety of our workers are at the core of our values, this year was marked by tragedy with the loss of a member of our workforce, Mr. José Terrones. On behalf of the Board, I extend our deepest condolences to his family, friends and colleagues, and reaffirm our unwavering commitment to fostering a culture in which health and safety remain at the forefront of every decision we make.

In a year characterized by significant geopolitical change and economic pressures, STRACON Group Holding Inc. has proven its resilience. Our multicultural and multinational structure allows us to navigate these challenges by capturing opportunities across different jurisdictions, diversifying our exposure to local events. We have built a business that is essentially anti-cyclical by design so that we can perform well regardless of commodity price fluctuations. This is supported by a practical financial construct and strong corporate structure designed to manage currency exposure and provide the flexibility needed for our operating businesses to thrive.

Looking ahead, we are incredibly excited about the future of the mining sector. With a primary exposure to copper markets, we recognize the central role this commodity plays in the global energy transition. As a public company with the right management team and governance systems in place, we are well positioned to capture even more opportunities for organic growth and strategic acquisitions.
We remain dedicated to building better operations and a better mining sector that creates lasting value for our clients, our communities, and our shareholders.

Sincerely,

Fernando Garcia-Rosell
Chairman of the Board of Directors, STRACON Group

Letter to Stakeholders from the CEO

2025 was a defining year for STRACON Group, in which sustainability proved to be more important than ever. Following our listing on the Lima Stock Exchange (BVL) early in the year, the Group reached an important milestone when, on December 22, 2025, STRACON Group Holding Inc. was listed on the Toronto Stock Exchange (TSX). While our business and operating model remain consistent, this transition has broadened our stakeholder base and reinforced our commitment to transparency, governance, and accountability.

Despite recent geopolitical shifts and global market pressures, our strategic vision remains firm. The underlying fundamentals of our industry, specifically the accelerating demand for critical minerals and high metal prices, continue to drive a positive outlook for our services. Our integrated mining services position us to support this trend as our clients increase production and bring new assets online. To meet this demand responsibly, STRACON Group continues to strengthen its capabilities by investing in our people, reinforcing our governance framework, and implementing robust policies that support the delivery of our commitments. During the year, we strengthened our governance framework by implementing Group-wide policies that reinforce accountability, transparency, and ethical decision-making across the organization (page 28).

Analysts Corner - GRI 2-22

2025 was a defining year for STRACON Group, in which sustainability proved to be more important than ever. Following our listing on the Lima Stock Exchange (BVL) early in the year, the Group reached an important milestone when, on December 22, 2025, STRACON Group Holding Inc. was listed on the Toronto Stock Exchange (TSX).

Project Photo: View of Pierina Project, Peru

The health and safety of our employees, contractors, and the communities where we operate remains one of our highest priorities and is fundamental to our vision of building a safer and more sustainable future. Tragically, we experienced a fatality at one of our sites in Peru. No words can lessen this profound loss. Our thoughts remain with all those affected by this tragedy, especially the family, friends and colleagues of our valued employee, Mr. José Terrones. In the aftermath of this accident, we provided ongoing support to Mr. Terrones' family, conducted a comprehensive investigation, and updated our procedures to incorporate the lessons learned. His loss is a sobering reminder that, despite our efforts and achievements, our work is never done when it comes to health and safety. It reinforces our responsibility to continually learn, strengthen our controls, and do everything within our power to prevent such events from happening again. This tragedy also serves as a humbling reminder that our pursuit of excellence is ongoing. We set ambitious health and safety targets because we believe continuous improvement matters, but we also recognize the complexity of achieving them in our operating environments (page 53). Our commitment is to keep learning, never become complacent, and report our progress with honesty, balancing ambition with realism in our publicly reported metrics.

As society transitions towards a low-carbon economy, we are proud at STRACON Group to meet stakeholder expectations for carbon reduction while remaining globally competitive. This is an opportunity to lead through innovation, such as the electrification of equipment. Furthermore, we recognize the growing importance of artificial intelligence and cybersecurity across our business. We have launched Group-wide initiatives to accelerate the responsible adoption of AI while strengthening our cybersecurity capabilities, improving operational performance, and protecting our people, systems, and information (page 35).

We have several pillars that define our path to success, one of which is social responsibility. This year, we achieved 100% implementation of our social programs across all projects. Furthermore, in 2025, we invested USD 809,485 in community development initiatives. To strengthen our relationships with the communities in which we operate, we also launched STRACON Group Ethics Line (STRACON Group Te Escucha), a grievance program available to our employees, clients, suppliers, and communities through which they can voice their concerns and receive a timely and considerate response (page 72).

Our ability to train local employees to a high standard and create an environment in which they can successfully integrate into our operations is recognized as a key differentiator that supports our clients' licence to operate in diverse jurisdictions (page 80). In addition to focusing on local hiring (and local procurement), we continue to prioritize Diversity, Equity, and Inclusion (DEI) as a business imperative, focusing on workforce development programs such as our Trainee Program that is representative of the communities where we work (page 63).

> Our team at Antamina Project, Peru

"We recognize that STRACON Group's success depends on our people. I often tell our investors and clients that our performance is rooted in our teams on the ground; they are the culture, heart, and core of this company."

We recognize that STRACON Group's success depends on our people. I often tell our investors and clients that our performance is rooted in our teams on the ground; they are the culture, heart, and core of this company. Our clients measure us by the people we put on their projects and the way they perform. To ensure our workforce has the best tools available to be successful, we deploy several development programs, such as our Trainee Program, 360 Leadership Development Program, and The Last Planner of the Task program (page 43). Sustainability is embedded in our DNA and, as we continue to evolve, we remain guided by the principle of doing what is right for all those we serve.

I am proud of what we have achieved this year. As you read this report, you will see we have made great strides in our sustainability programs, formalizing aspects of our governance and introducing new policies to support these changes and growth. From day one, we have grown this business with safety, taking care of people, and supporting our clients top of mind.

As we look ahead, we remain focused on building a stronger, more resilient STRACON Group, creating lasting value for our people, our clients, our shareholders, and the communities where we operate.

Sincerely,

Steve Dixon
CEO, STRACON Group

Message from the Chair of the Sustainability Committee

As Chair of this Committee, I see sustainability as fundamental to good governance, effective risk management, and long-term business success. It is also essential to creating enduring value by balancing economic performance with environmental stewardship, social responsibility, and sound governance. Achieving this requires transparency, thoughtful oversight, and the discipline to continually adapt to emerging challenges, stakeholder expectations, and new opportunities.

The Sustainability Committee helps ensure that these considerations are embedded within the Board's oversight of the Company. Through our work, we support a culture of accountability and continuous improvement while helping management strengthen the policies, systems, and practices that underpin responsible business performance. The initiatives highlighted throughout this report demonstrate how these commitments are being translated into action across our operations.

Our recent growth and transition to listing on the Toronto Stock Exchange marks a significant milestone in the Company's history. The increased visibility and accountability that accompany our public listing bring higher expectations from investors and stakeholders for both our business and sustainability performance. We welcome these expectations, recognizing that they strengthen confidence in STRACON and distinguish us within the global mining services sector through our commitment to governance, transparency and accountability.

Analysts Corner - GRI 2-22

Across our operations, our people demonstrate professionalism, innovation, and a commitment to doing the right thing every day. They are the foundation of our sustainability performance and one of our greatest competitive strengths, as evidenced by the Best Practices and Innovation in the Prevention of Occupational Risks (Buenas Prácticas e Innovación en la Prevención de Riesgos Laborales) Award won by STRACON (Page 56), and AMECO's National Safety Council (Consejo Nacional de Seguridad) Award, winning in categories B, C, D, and E (page 59). Their actions bring our values to life and reinforce the trust placed in us by our stakeholders.

These achievements are important, but the nature of our industry demands constant vigilance. Given the inherent risks of our industry, the Sustainability Committee oversees management's approach to health, safety, environmental stewardship, and social performance to help ensure that these risks are identified, managed, and continuously monitored as our business evolves. Strong governance, disciplined risk management, and a deeply embedded safety culture are essential to protecting our people and achieving long-term success.

In 2026, we will formalize our approach by developing a corporate sustainability strategy that establishes a clear accountability framework for our sustainability performance. In doing so, we will further embed the central role sustainability plays in our values and the way we do business.

To our investors, shareholders, analysts, clients, employees, and partners, we appreciate your ongoing confidence in STRACON Group Holding. We continue to focus on delivering sustainable growth through our core values of safety, integrity, and passion. As we look to the future, we are confident that our model of integrating sustainability into our business strategy will continue to strengthen our resilience, support our growth ambitions, and create long-term value for all stakeholders.

On behalf of the Sustainability Committee and the Board of Directors, I am pleased to share STRACON Group's Sustainability Report, and invite you to follow our progress in the years ahead.

Paula Caldwell St-Onge
Chair of the Sustainability Committee
STRACON Group

Project Photo: Condebamba Valley – Sustainable Development Project – Geotank Installation, Shahuindo Project, Peru

CH. 1

About This Report

- Audience
- Organization of the Report
- Acronyms

About this Report

In this, the fourth annual Sustainability Report for STRACON Group Holding Inc. (previously operating under the name of STRACON Holdings S.A. (STRACON Holdings) until October 2025), we share how we are advancing our sustainability approach—including what we have achieved in the past, what we are learning in the present, and where we are heading in the future—with sustainable development a central tenet that runs through our entire organization. We continue to prioritize transparency in both the development of our strategy and the reporting of our performance.

This report covers the period from January 1 to December 31, 2025. It outlines our approach to sustainability management, our performance, and our work on material environmental, social and governance (ESG) topics—those areas where we have the most significant impact on the environments and communities in which we operate, as well as on our clients and the broader economy. The report covers ESG information and data for all the STRACON Group companies.

Analysts Corner - GRI 2-1, 2-2, 2-3

Throughout this report, STRACON Group Holding Inc. (STRACON Group Holding) and our subsidiary companies are referred to as "STRACON Group," "the Group," "we," "us," or "our," and include STRACON, DUMAS, STRACON Tech, AMECO and STRACON Engineering. For a full list of legal entities included, please see the Company Info Tab of the data book. Data from these companies is included in this Sustainability Report.

We use the words "ESG" (environmental, social, and governance) and "sustainability" interchangeably. This report has been prepared with reference to the Global Reporting Initiative (GRI), and the Sustainability Accounting Standards Board (SASB). This is our third year publishing an ESG Data Book, which complements this report with expanded disclosures and detailed metrics. The ESG Data Book also contains our GRI and SASB indices to support easy navigation of relevant indicators. Our 2025 ESG Data Book can be found on our corporate website (www.stracon-group.com). This report has been reviewed and approved by STRACON Group's executive management and board of directors. No external third-party assurance was sought for the contents of this report. Unless otherwise indicated, all monetary amounts are in United States dollars (USD). Some percentages and numbers may not add up to the total amount or 100% due to rounding.

Audience

This report is intended for our stakeholders including clients, shareholders, partners, employees, contractors, suppliers, local communities, governments, regulatory agencies, and the public.

Organization of the Report

Each material topic is prepared in this report using the following format:

- **Management Approach** – a brief description of how we manage this topic
- **2025 Highlights** – notable statistics or facts of this year
- **Analysts Corner** – a listing of the relevant GRI and SASB disclosures
- **Why This Matters** – the reason this topic is material for us and our stakeholders
- **2025 Performance** – expanding on the work we completed related to the topic
- **Looking Ahead** – upcoming plans for this topic

Acronyms

AI	Artificial Intelligence
ALSC	Aviation Safety Leadership in the Field
AMQ	Association minière du Québec
APCCI	Australia Peru Chamber of Commerce
APRIMIN	Asociación de Proveedores Industriales de la Minería
BBS	Behavior-Based Safety Program
BVL	Lima Stock Exchange
CBS	Competency-Based Safety Program
CCS	Colombian Safety Council
CEO	Chief Executive Officer
CIM	Canadian Institute of Mining, Metallurgy and Petroleum
CONAF	Corporación Nacional Forestal de Chile
CORPROA	La Corporación para el Desarrollo de la Región de Atacama
DEI	Diversity, equity, and inclusion
EIA	Environmental Impact Study
ESG	Environmental, Social, and Governance
GHG(s)	Greenhouse gas(es)
GRC	Governance, Risk, and Compliance
GRI	Global Reporting Initiative
HSE	Health, Safety, and Environment
ICAM	Incident Cause Analysis Method
IESTP	Luis E. Valcárcel Public Technological Higher Education Institute
IMS	Integrated Management System
IRS	Internal Responsibility System
LTI	Lost Time Injuries
LTIFR	Lost Time Injury Frequency Rate
MEIA	Modification of the Environmental Impact Study

MINAM	Ministry of Environment, Peru
MINEM	Ministry of Energy and Mines
MOF	Female Workforce Model
NHCN	Norway House Cree Nation
OEFA	Environmental Assessment and Enforcement Agency
OHS	Occupational Health and Safety
OPS	Occupational Protective Systems
OTEC	Authorized Training Organization
PAL	Planned Activity Leadership
PESTLE	Political, Economic, Social, Technological, Legal, and Environmental Analysis
PSO	Preventive Safety Observation Program
SASB	Sustainability Accounting Standards Board
SENCE	National Training and Employment Service (Chile)
SGI	Sistema de Gestión Integrado (Integrated Management System)
SSOMAC	SGI + Salud Ocupacional (Occupational Health) +Medio Ambiente (Environment) + Calidad (Quality)
STG	STRACON Group Holding Inc.
SWOT	Strengths, Weaknesses, Opportunities and Threats
TRI	Total Recordable Injuries
TRIFR	Total Recordable Incident Frequency Rate
TSX	Toronto Stock Exchange
UPC	Universidad Peruana de Ciencias Aplicadas
UPLAs	Last Task Planners
UPN	Universidad Privada del Norte
USD	United States Dollars
UTEC	Universidad de Ingeniería y Tecnología
UTP	Universidad Tecnológica del Peru
WIM	Women in Mining

CH. 2

About STRACON Group

- About Us
- Our Foundation Is Who We Are
- STRACON Group - Operational Scale and Growth
- Group Sustainability Highlights of 2025
- STRACON Group Services
- Where We Work, Build, and Deliver
- Our Business
- Driving Sustainable Performance Across Client Operations

About STRACON Group

As of the reporting period, STRACON Group is approximately 85% owned by America Infrastructure Partners S.A.S. (a portfolio company of funds managed by Ashmore Group plc, listed on the London Stock Exchange) and 15% by Group management. The Group´s corporate offices are located in Canada (Toronto and Timmins), Peru (Lima) and Chile (Santiago).

STRACON Group refers to the collective operations of the company and its subsidiaries and is not a separate legal entity. STRACON Holdings S.A. (previously STRACON S.A.), the original legal holding company of STRACON Group, was listed on the Lima Stock Exchange (BVL) on February 11, 2025, marking an important milestone in the Group's evolution. STRACON Group Holding Inc. was listed on the Toronto Stock Exchange (TSX) on December 22, 2025 (under the ticker symbol STG). The Group's holding company operated under the corporate name STRACON Holdings S.A. until October 16, 2025. For further details regarding the legal entities included under STRACON Group Holding Inc., please refer to the Data Book 'Company Governance' Tab.

STRACON Group Holding Inc. was listed on the Toronto Stock Exchange (TSX) on December 22, 2025.

Analysts Corner - GRI 2-1, 2-2, 2-3

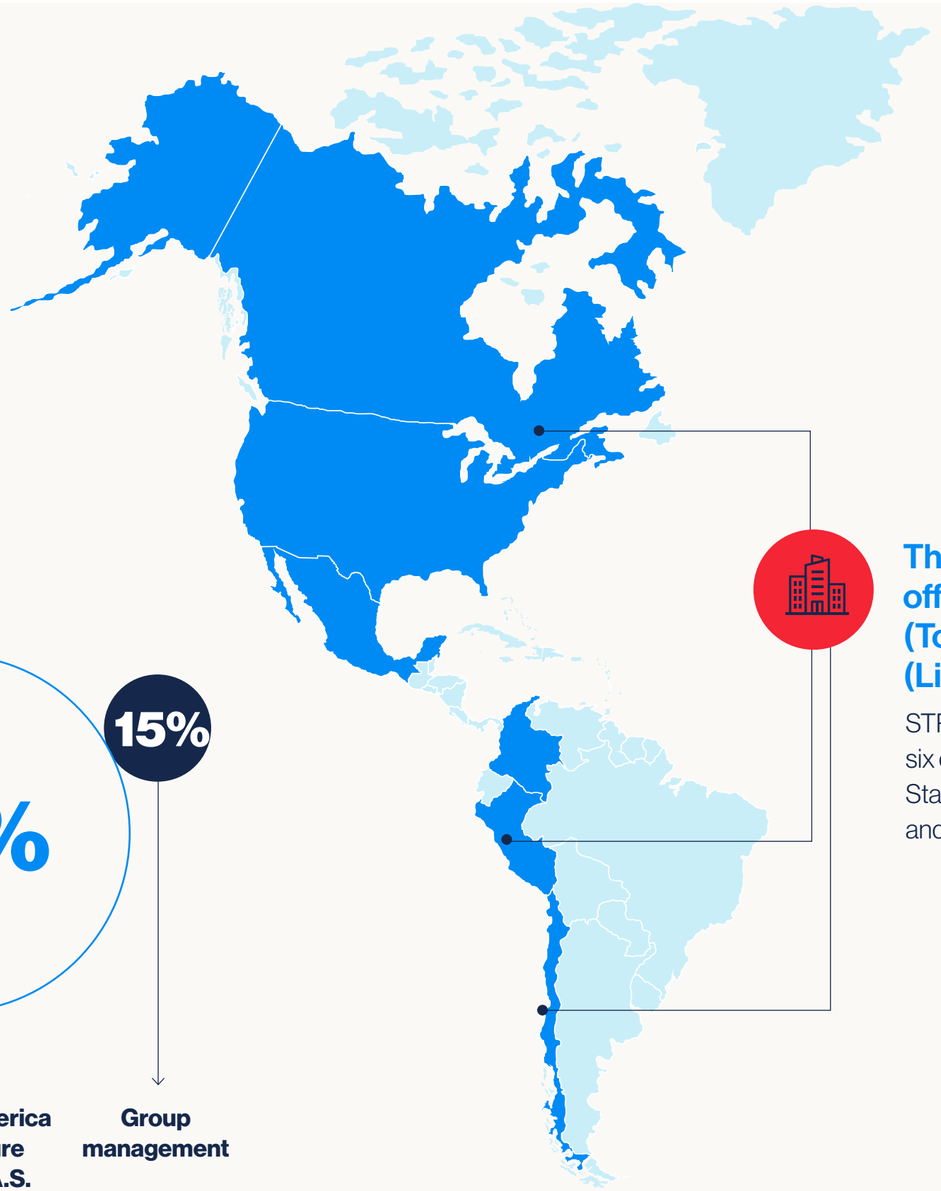
STRACON Group is approximately:

85%

Owned by America Infrastructure Partners S.A.S.

15%

Group management



The Group´s corporate offices are located in Canada (Toronto and Timmins), Peru (Lima) and Chile (Santiago).

STRACON Group operates in six countries: Canada, the United States, Mexico, Colombia, Peru, and Chile.

STRACON Group operates in six countries: Canada, the United States, Mexico, Colombia, Peru, and Chile. STRACON Group is an engineering-led mining infrastructure and industrial solutions platform focused on the origination, development, construction and operation of mission-critical assets for the mining sector across the Americas. The Company's capabilities span engineering, procurement, automation and digital infrastructure solutions; the financing, development, ownership and operation of critical mining infrastructure; construction, contract mining and closure services across open-pit and underground operations; and equipment rental, maintenance, lifting and hoisting and logistics services. We focus on commodities that contribute to the global energy transition, drawing on more than three decades of experience and a strong track record of sustainable growth.

STRACON Group is an engineering-led mining infrastructure and industrial solutions platform focused on the origination, development, construction and operation of mission-critical assets for the mining sector across the Americas.

Our Central Equipment Workshop team in Lurín, Lima, Peru.

Our Foundation Is Who We Are

Our Purpose

To create a better world through innovative solutions that enable the development of sustainable mining.

Our Vision

To be a strategic partner in the mining sector that provides services generating value and sustainability across the mining chain, through technology, innovation, and operational excellence.

Our Foundation Is Who We Are

Our Values

Safety

- The safety and well-being of our people comes first.
- We perform our work in compliance with safety protocols.
- We raise our hand when we detect conditions or acts that put our own or our colleagues' lives at risk.

Integrity

- We do our job whilst following the right path, no matter how challenging it may be.
- Our integrity is non-negotiable.
- We respect each other. We do not tolerate discrimination in any form.

Passion

- We are passionate about our work, always looking for ways to improve the way we do our job, while enjoying every step of the way.

Create Value

- We create value through our actions, discipline and initiatives, which achieve results that maximize our long-term profitability.

STRACON Group - Operational Scale And Growth

Highlights	2024	2025
Active projects across the Group	54	60
Total employees of STRACON Group	9,981	8,298
Total backlog[1]	USD 1.78B	USD 2.19B
Total hours worked	22,786,577	20,746,174

1. "Backlog" is defined as the remaining value of signed contracts to be executed as of year-end.

STRACON Group companies

STRACON | DUMAS | STRACON Tech | AMECO SOUTH AMERICA | STRACON Engineering

Analysts Corner - SASB IF-EN-000.A, IF-EN-000.B, IF-EN-000.C

Group Sustainability Highlights Of 2025

1:1
Ratio of the base salary of women to men

25%
of our workforce is hired locally from the communities where we operate,
while 54% of senior management at our companies is hired from the local communities

51%
of our procurement budget was spent on local suppliers*

200
hectares have been rehabilitated by STRACON
in the Jangas and Independencia districts in Huaraz, Ancash, Peru (Pierina Project).

Launched a Carbon Footprint survey for our employees to assess the impact of staff transportation (Scope 3 emissions)

1783.28 t
of waste was diverted from disposal at our STRACON operations

* Local: City, town, province, or region where the project, office, or client operates, including the communities where employees reside in connection with the project.

STRACON Group Services

Engineering & Technology

Platform Core and Origination Engine. STRACON provides integrated engineering and procurement services, together with automation and digital infrastructure solutions, supporting clients from early-stage project definition and design through construction and operations. The segment aligns engineering decisions with long-term constructability, operability and asset performance.

Infrastructure

Growth and Value Creation Engine. STRACON finances, builds, owns, operates and maintains critical mining infrastructure under long-term contractual frameworks, primarily take-or-pay arrangements, leveraging STRACON's integrated engineering, technology, construction and financing capabilities to support clients' long-term operations.

Industrial Services

Execution Backbone. Open-pit and underground mining, construction and closure services across the mining lifecycle. Through STRACON and DUMAS, the segment delivers full-service open-pit mining and mine civils, underground development and infrastructure construction, and contract mining and operational readiness for clients in Canada, the United States, Peru, Chile and Mexico.

Fleet Solutions

Execution Reliability and Capital Efficiency Platform. Through AMECO, STRACON provides integrated equipment rental, maintenance, lifting and hoisting, logistics and on-site support services at mine sites, primarily in Chile. Management believes this centralized model reduces client reliance on third-party providers and supports equipment availability, cost predictability and execution continuity for mine owners and operators.

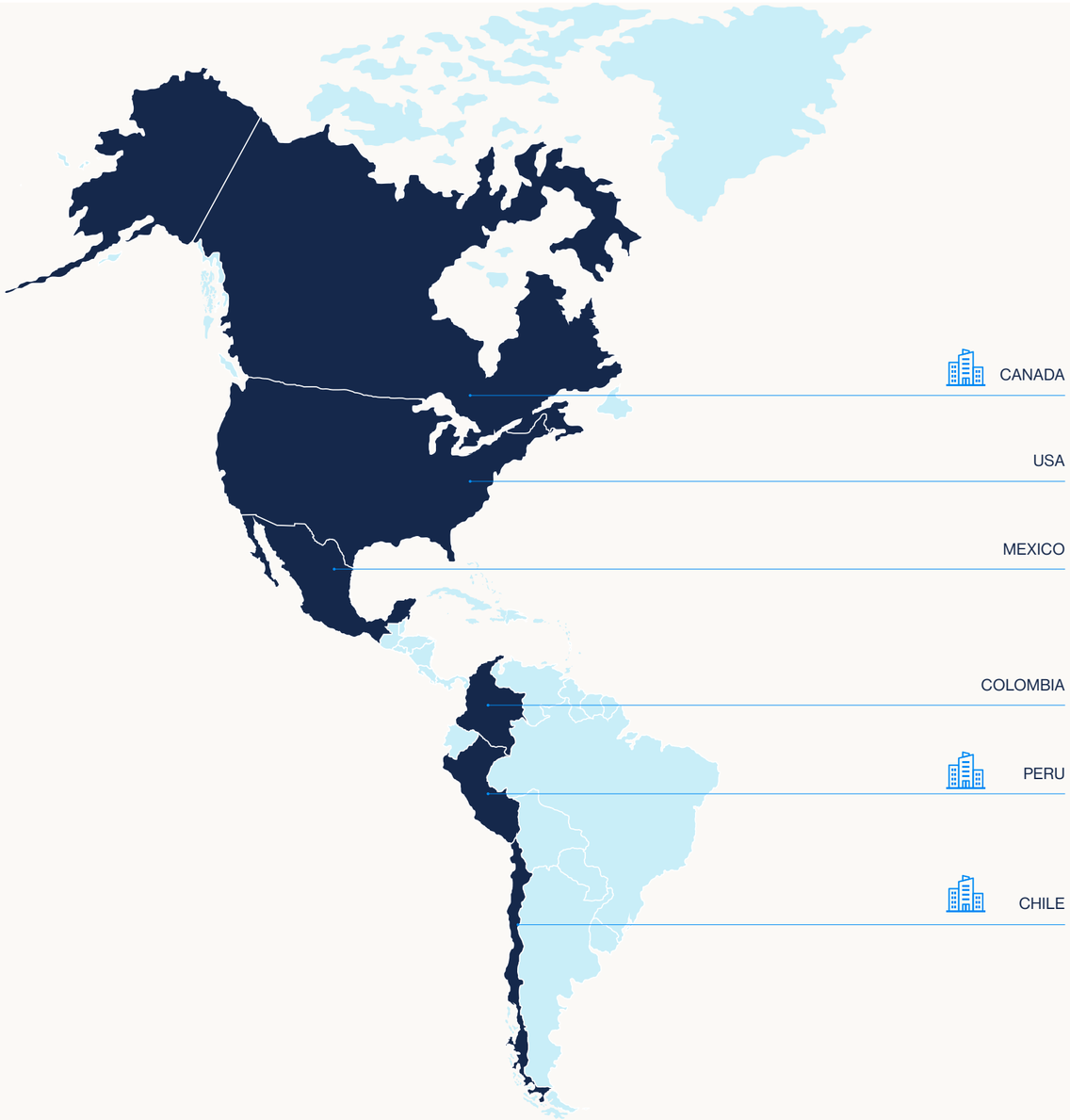
Analysts Corner - GRI 2-6

Where We Work, Build, and Deliver

The following table presents an overview of the Group's operational footprint and workforce composition across our core subsidiaries as of December 31, 2025.

STRACON GROUP – GLOBAL PRESENCE

	# Employees	# of Active Projects	Countries of Operation	Location of HQ
STRACON	4,763	9	Peru , Chile & Colombia	Lima, Peru & Santiago, Chile
DUMAS	875	11	Canada, USA, Mexico	Toronto, Canada
STRACON Tech	87	22	Peru & Chile	Lima, Peru & Santiago, Chile
AMECO SOUTH AMERICA	1,908	12	Chile	Santiago, Chile
STRACON Engineering	646	6	Peru & Chile	Lima, Peru
Holding	19	N/A	Peru	Toronto, Canadá & Lima, Peru
STRACON Group	8,298	60	N/A	N/A



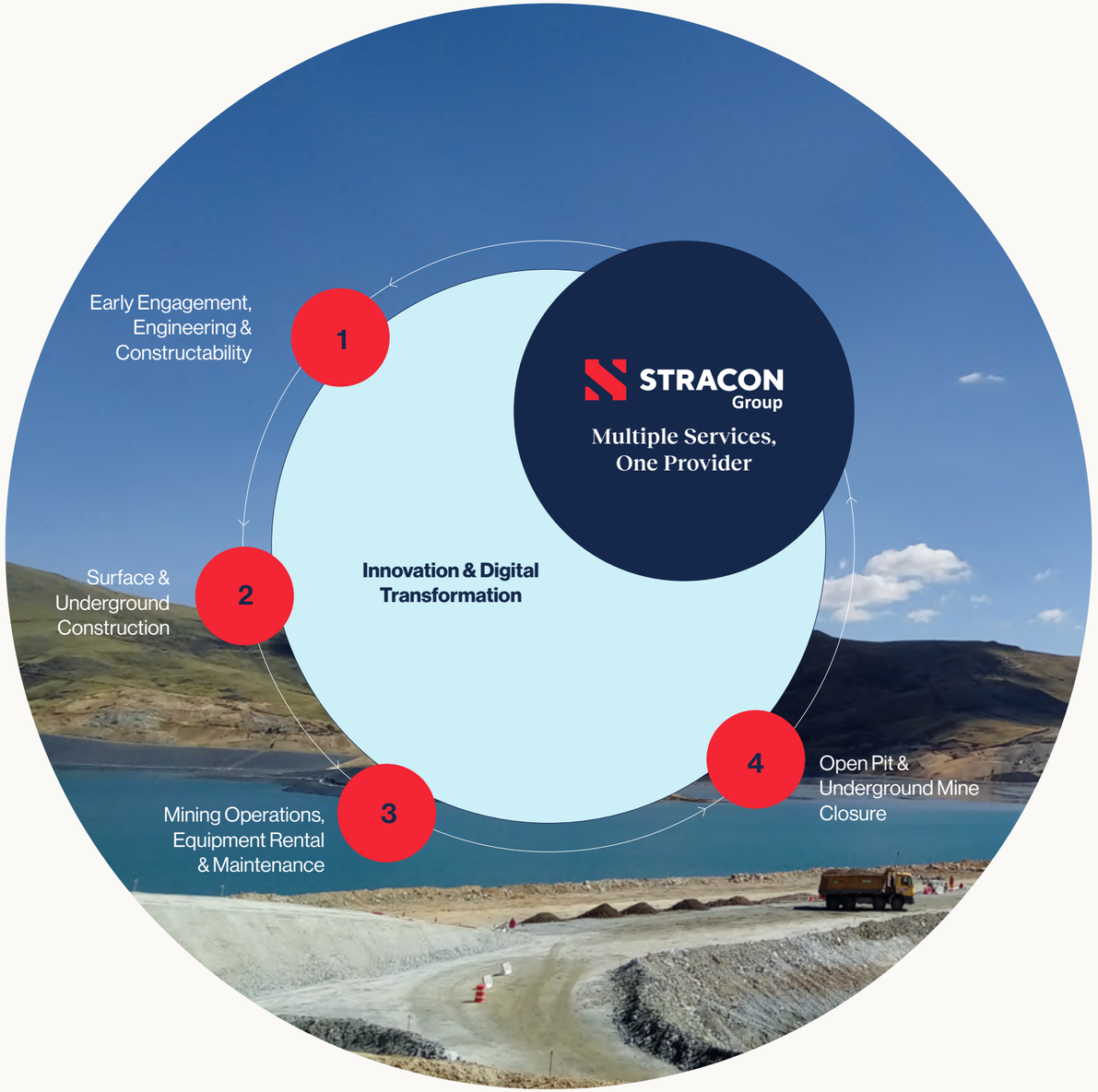
Analysts Corner - GRI 2-1, 2-7, SASB IF-EN-000.A, SASB EM-MM-000.B

Our Business

STRACON Group is an engineering-led mining infrastructure and industrial solutions platform that operates across North, Central and South America, supporting both open-pit and underground operations. As a specialist group, we offer a unique combination of construction and operational capabilities, enabling us to support clients across the full mining life cycle, from early planning through to mine closure.

Our integrated approach brings together engineering, construction, operations, and technology, allowing us to deliver practical solutions while also acting as a bridge between our clients and the communities where we operate, building trust and supporting shared, sustainable outcomes.

As a specialist group, we offer a unique combination of construction and operational capabilities, enabling us to support clients across the full mining life cycle, from early planning through to mine closure.



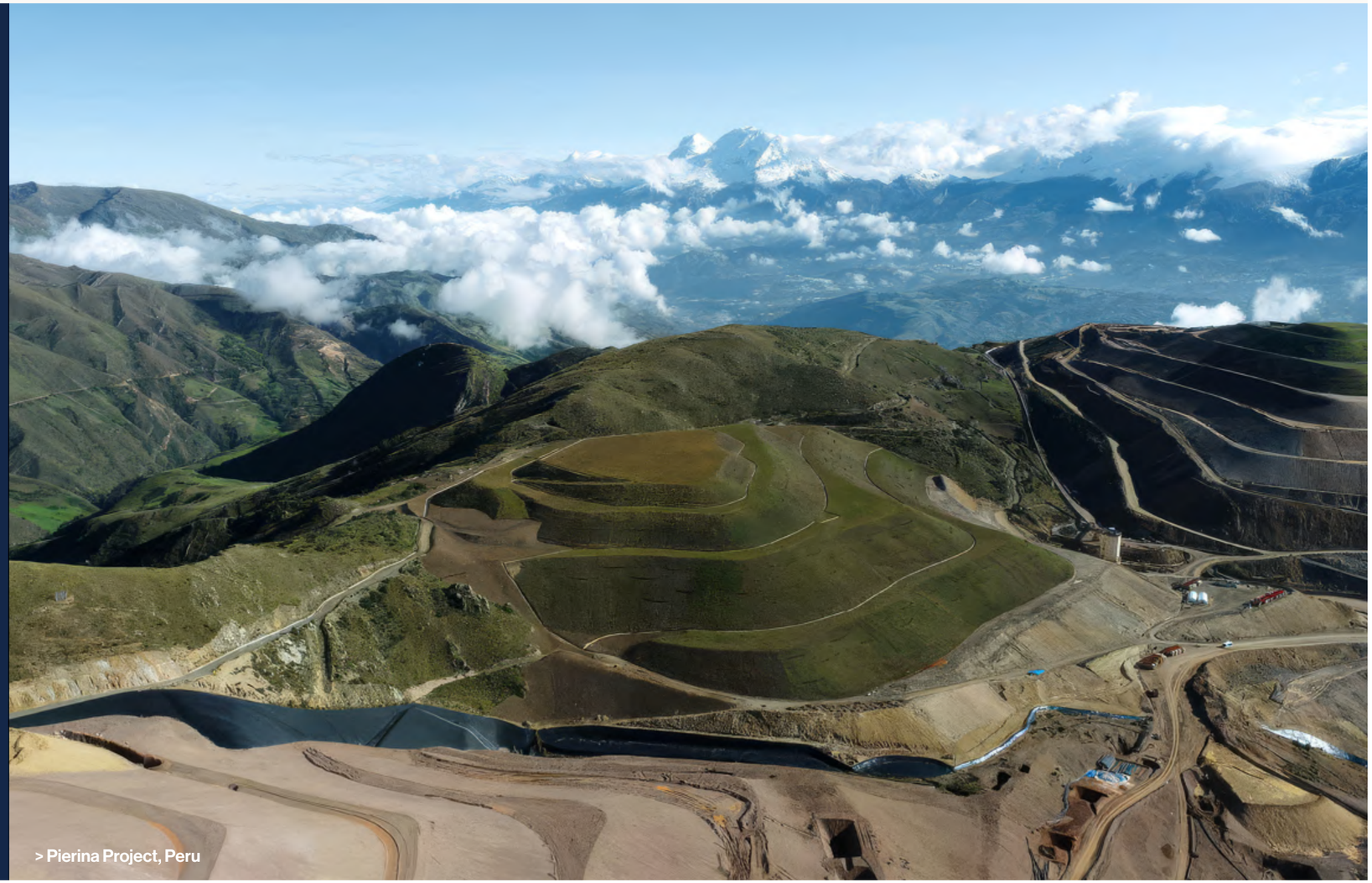
Analysts Corner - GRI 2-6

Driving Sustainable Performance Across Client Operations

As a strategic partner to the mining sector, we create value across the mining life cycle through technology, innovation, and operational expertise. Delivering this value in a responsible way is central to how we support our clients and contribute to environmental protection, social inclusion, and long-term economic resilience.

Building strong relationships with Indigenous communities is an important part of this approach. In Canada, for example, we have established agreements focused on supporting the development and long-term well-being of local Indigenous communities. Our work is guided by our purpose: to create a better world through innovative solutions that enable sustainable mining. This commitment is reflected across all aspects of sustainability, including environmental, social, economic, and governance considerations.

Our work is guided by our purpose: to create a better world through innovative solutions that enable sustainable mining.



> Pierina Project, Peru

CH. 3

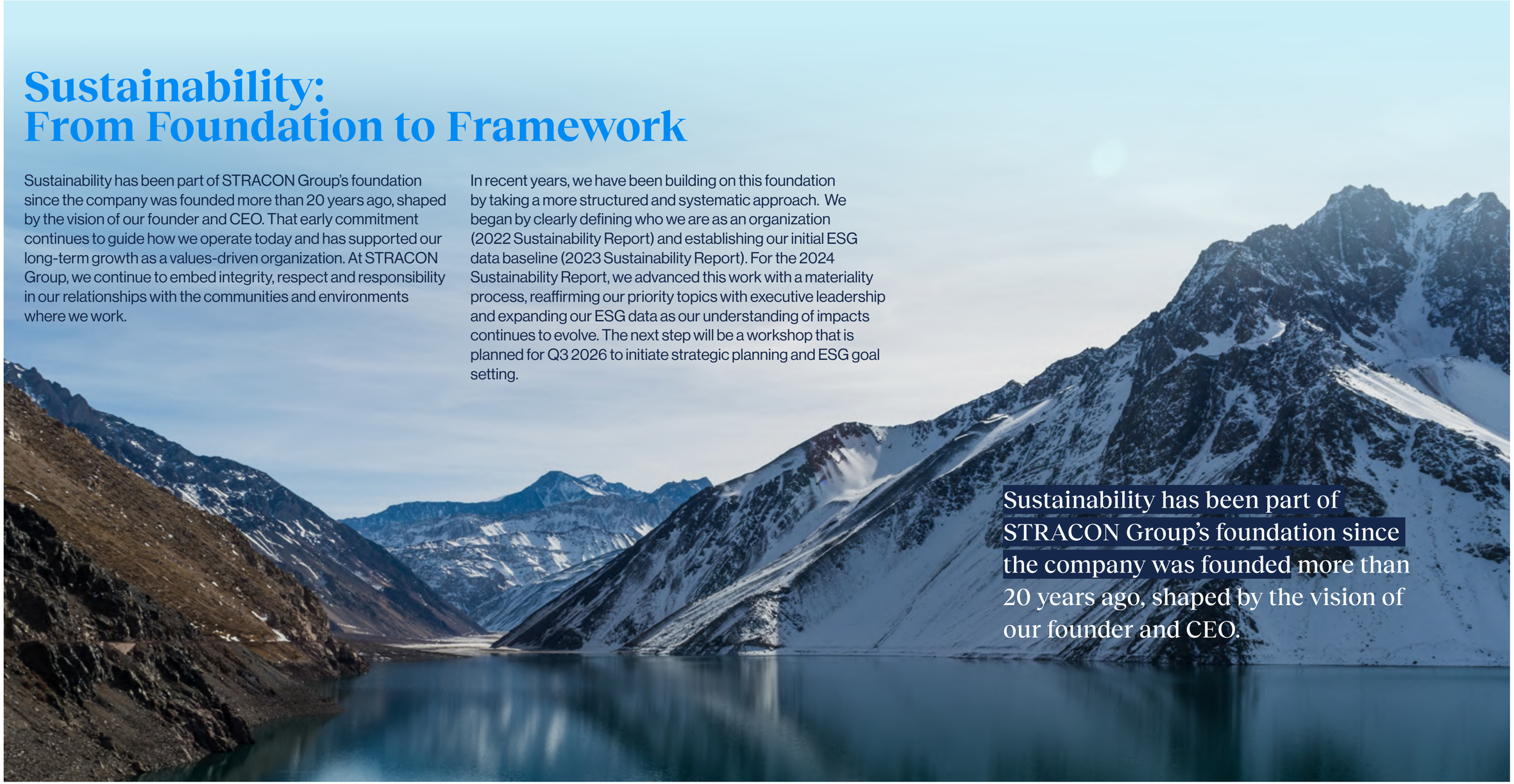
Sustainability: From Foundation to Framework

- Memberships
- Our Reporting Journey
- 2025 Materiality Assessment

Sustainability: From Foundation to Framework

Sustainability has been part of STRACON Group's foundation since the company was founded more than 20 years ago, shaped by the vision of our founder and CEO. That early commitment continues to guide how we operate today and has supported our long-term growth as a values-driven organization. At STRACON Group, we continue to embed integrity, respect and responsibility in our relationships with the communities and environments where we work.

In recent years, we have been building on this foundation by taking a more structured and systematic approach. We began by clearly defining who we are as an organization (2022 Sustainability Report) and establishing our initial ESG data baseline (2023 Sustainability Report). For the 2024 Sustainability Report, we advanced this work with a materiality process, reaffirming our priority topics with executive leadership and expanding our ESG data as our understanding of impacts continues to evolve. The next step will be a workshop that is planned for Q3 2026 to initiate strategic planning and ESG goal setting.

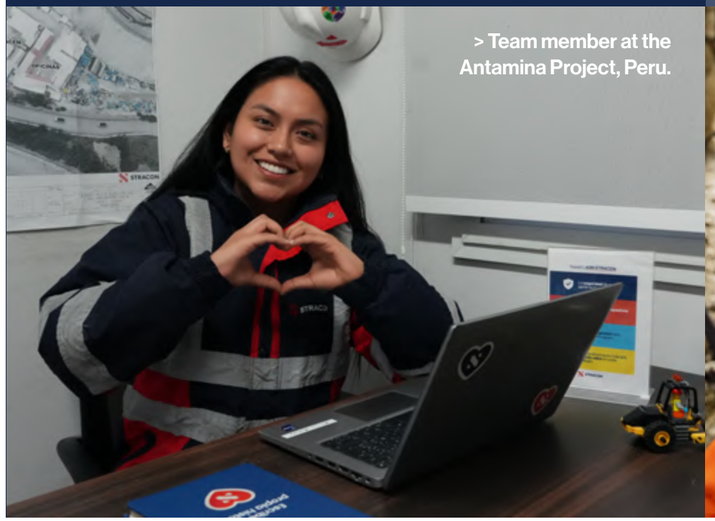


Sustainability has been part of STRACON Group's foundation since the company was founded more than 20 years ago, shaped by the vision of our founder and CEO.

Memberships

STRACON | STRACON Engineering | AMECO SOUTH AMERICA | DUMAS

- APCCI (Australia Peru Chamber of Commerce)
- Peruvian Canadian Chamber of Commerce
- The Copper Mark
- Women in Mining Peru (WIM)



> Team member at the Antamina Project, Peru.

- APRIMIN (Asociación de Proveedores Industriales de la Minería)
- The Copper Mark (partner)

> Our employee at Dumas´ Kidd Creek project in Canada

- Association minière du Québec (AMQ)
- Canadian Institute of Mining, Metallurgy and Petroleum (CIM)
- Cluster Minero de Zacatecas
- Mine Connect (Ontario Mining Supply & Services Association)
- Mining Association of Canada (MAC)
- Mining Association of Manitoba
- Nevada Mining Association
- Ontario Mining Association
- Women In Mining Mexico (WIM)

Analysts Corner - GRI 2-28

Our Reporting Journey

We have been reporting annually on our sustainability performance for three years now. With each year we build on our approach to engaging key stakeholders to better understand our stakeholders' diverse perspectives of STRACON Group and sustainability. Last year we introduced a more targeted approach for gathering input from local community members, helping us better understand what matters most to them. This year, to further expand our understanding of material topics across both internal and external stakeholders, we conducted two separate electronic surveys.

An internal survey, available to all the Group's employees

339
responses

An external survey, sent to various suppliers and clients, to capture input from both upstream and downstream stakeholders on our material topics

311
responses

We have been reporting annually on our sustainability performance for three years now. With each year we build on our approach to engaging key stakeholders to better understand our stakeholders' diverse perspectives of STRACON Group and sustainability. Last year we introduced a more targeted approach for gathering input from local community members, helping us better understand what matters most of them.

2025 Materiality Assessment

We conducted our annual materiality assessment to identify and understand the non-financial issues most relevant to STRACON Group's long-term success. This includes understanding the impacts we have locally and more broadly, as well as the ESG topics that may influence our performance, risk profile, and decision-making. The assessment also helps us identify the issues that matter most to our stakeholders, and which may affect their perceptions of and engagement with the Group.

For the 2025 reporting year, we built on insights gathered previously through interviews with key internal and external stakeholders. This year, we strengthened the stakeholder engagement component by including digital surveys for external stakeholders (clients and suppliers), and internal stakeholders (employees).

Our materiality process for 2025 is outlined in the figures on the next page and is summarized below:

1

Desktop Study of 2025 Sustainability Undertakings

- Internal policies and management plans
- Internal risks assessment
- Internal reports and procedures
- Study of the external contexts including the political, environmental, social, technological, legal, and economic contexts (a PESTLE analysis)

2

Stakeholder Engagement

- **Electronic survey for employees:** An anonymous electronic survey was distributed to all employees within the STRACON Group companies. We received 339 responses. The survey included two questions to understand which sustainability topics participants considered important to themselves and their community.

- **Electronic survey for suppliers and clients:** An anonymous electronic survey was distributed to over one thousand of STRACON Group's clients and suppliers. We received 311 responses, representing a participation rate of approximately 30% (13% clients, 84% suppliers, 3% "other"). The survey contained two questions to identify the sustainability topics most important to participants and their company.

3

Cumulative Analysis

This year's materiality assessment built on the priority topics identified last year, reassessing them and gathering additional input from a broad range of internal and external stakeholders. Our consultant consolidated the findings from the Desktop Study and Stakeholder Engagement phases to conduct a quantitative analysis. A structured process was then used to quantify results and plot the priority topics on a materiality matrix showing importance to the company versus importance to the stakeholder. The result demonstrates the importance of each topic to both internal and external stakeholders.

Analysts Corner - GRI 3-1, 3-2

2025 MATERIALITY ASSESSMENT

Materiality Assessment Results

Expanding the stakeholder engagement aspect of the materiality process and building on last year's materiality assessment also strengthened and validated last year's results. This year, our list of priority topics expanded to include a wider variety of topics relevant to companies in the mining industry. As part of the process to further validate the list of material topics, it is interesting to note some key takeaways compared to the previous year's results:

- **Health and Safety, Ethics, and Governance** (this year represented as the Ethics, Company Governance, and Legal topics) all maintained their positions of top priority.
- **Economic Sustainability** rose to the top of the external perspective and increased significantly internally, ranking among the top three material topics. Conversely, Community Development moved lower on the scale to the mid-tier. This can be attributed to the economic uncertainty associated with the current geopolitical climate globally.
- **Leadership and Culture, and Diversity, Equity and Inclusion** both increased in their rankings from last year.
- **Human Rights** (not captured as a separate topic last year) was a top material topic this year, particularly from an internal perspective.

The objective/mathematical approach to the 2x2 matrix resulted in the following topic distribution (see figure on the right):

STRACON Group Materiality Matrix 2025

CH. 4

Governance: Oversight and Leadership Structure

- About the Board of Directors
- Board Committees
- Governing for Business Sustainability
- Sustainability Oversight
- Risk Management and ESG Integration
- Ethics and Transparency
- Regulatory Compliance Framework
- Cybersecurity
- Leadership and Culture ✪
- Talent Management ✪
- Sustainable Innovation
- Health, Safety, and Wellness ✪
- Diversity, Equity & Inclusion (DEI) ✪

Governance: Oversight and Leadership Structure

STRACON Group's governance structure supports effective decision-making, accountability, and long-term value creation, reflecting our commitment to responsible business practices across all subsidiaries and regions where we operate.

> Fenix Gold Project, Chile

GOVERNANCE STRUCTURE OF STRACON GROUP

Board of directors STRACON Group Holding Inc.

Number of members
7 2 Ashmore (including the Chairman)

1 CEO

57% are independent

86% are non-executive

14% are female

Talent and Nominating Committee

Audit and Risk Committee

Sustainability Committee

Board of Directors from Operating Companies

STRACON | STRACON Tech | STRACON Engineering | DUMAS | AMECO SOUTH AMERICA

About the Board of Directors

In 2025, as part of the preparation for our public listing at the Toronto Stock Exchange (TSX), we initiated a process to formalize our governance structure, including board committees, new policies, and clearer ESG oversight responsibilities—foundations that continue to support our progress this year. Amongst the new policies established are the following:

The STRACON Group Board of Directors (the Board) meets quarterly, and brings together a diverse and balanced mix of skills, perspectives and experience. Four of the seven directors are independent, and one serves as an executive director.

Acting on recommendations from management, the Board is responsible for final decisions on sustainability commitments, including strategic planning and risk management.

Board members also serve on STRACON Group's three committees, with appointments aligned to their areas of expertise. This enables them to stay closely informed on key areas of the business and to provide effective oversight and leadership.

To further strengthen sustainability expertise, all members of the STRACON Group Holding Board participate in an annual ESG session led by a specialized consultancy.

Analysts Corner - GRI 2-9, 2-11, 2-12

> La Colorada Project, Canada

ABOUT THE BOARD OF DIRECTORS

STRACON GROUP BOARD OF DIRECTORS*

	Fernando Garcia-Rosell	Camilo Villaveces	Steve Dixon	Paula Caldwell St-Onge	Miguel Aramburú	Felipe Cantuarias	Thomas Keller
	Chairman of the Board		CEO				
Executive			●				
Non-executive	●	●		●	●	●	●
Independent				●	●	●	●
Non-independent	●	●	●				
Year of Appointment	2018	2018	2011	2022	2022	2019	2025
Talent and Nominating Committee	Member					Chair	Member
Sustainability Committee			Member	Chair	Member	Member	
Audit and Risk Committee				Member	Chair	Member	Member
Gender	M	M	M	F	M	M	M

* As of publication date (August 14th, 2026)

Board Committees

STRACON Group has three Board committees: the Talent and Nominating Committee, the Audit and Risk Committee, and the Sustainability Committee. Each committee comprises three to four board members, including independent directors, to support effective oversight and compliance with applicable regulatory requirements. In 2025, the Group finalized and implemented specific governance charters at the Group level:

- Board of Directors
- Sustainability Committee
- Audit and Risk Committee
- Talent and Nominating Committee

Analysts Corner - GRI 2-9, 2-12, 2-13, 2-14

> Stock Mine Project, Timmins, Canada

Governing for Business Sustainability

Sustainability is an integral part of STRACON Group's governance practices, guiding our operations, protecting our stakeholders, and supporting long-term value creation.

2025 Highlights

- Finalized and implemented charters for specific STRACON Group Holding-level committees
- Enhanced governance and executive oversight through the first STRACON Group Town Hall

Governance Systems and Policies

STRACON Group Holding, the holding company of STRACON Group, sets policies and oversees the management of our subsidiary companies, with a focus on risk mitigation and value creation. This includes ensuring the consistent implementation of policies across the Group, as well as advancing the development of a robust sustainability strategy.

Our governance framework defines how we operate, including decision-making structures, internal controls, and clear roles and responsibilities. It is supported by oversight from leadership and the Board, along with policies that guide our approach to ethics, transparency, environmental stewardship, and community engagement. Together, these elements support accountability, alignment with business objectives, and continuous improvement across the organization.

Analysts Corner - GRI 2-9, 2-23

Policy Updates

In 2025, the Group's Integrated Management Systems Policy was updated to explicitly incorporate commitments to the mitigation of climate change effects, and the responsible use of natural resources. In addition, STRACON began defining Artificial Intelligence (AI) governance guidelines to ensure ethical use, and implemented personal data protection policies within our internal applications. In 2025, following the listing of STRACON Group on the Toronto Stock Exchange (TSX), the following STRACON Group policies were updated:

STRACON Group Holding:

- Policy of the Board of Directors
- Talent and Nominating Committee Policy
- Sustainability Committee Policy
- Audit and Risk Committee Policy
- Disclosure Policy
- Code of Business Conduct and Ethics

Group-Level Policies Guiding Our Group Culture[2]

Corporate policies posted to our website: https://www.stracon-group.com/English/governance/governance-documents/default.aspx

- Code of Ethics
- Code of Ethics for Suppliers
- Compliance Policy
- Guidelines On Human Rights Issues
- Integrated Management System Policy
- Personal Data Protection Policy
- Policy for the Prevention of Corruption, Asset Laundering and/or Financing of Terrorism
- Policy to Prevent and Sanction Sexual Harassment
- Prevention of Alcohol and Drugs Use Policy
- Privacy Policy
- Social Responsibility Policy
- Sustainability Policy
- Whistleblower Policy

New in 2025

- Audit and Risk Committee Policy
- Board of Directors Policy
- Disclosure Policy
- Insider Trading Policy
- Related Party Transactions Policy
- Sustainability Committee Policy
- Talent and Nominating Committee Policy

2. As of 2025, certain of these policies and guidelines are applied at the Group level, as per client requirements.

Sustainability Oversight

Our Sustainability Policy guides our operations through seven core pillars designed to build trust, exceed expectations, and create balanced value for stakeholders, including employees, communities, shareholders, and the environment.

Executives across the Group's operating companies are accountable for ESG performance within their respective businesses, including the management of related impacts.

> Our team from Dumas, Canada

7 PILLARS OF SUSTAINABILITY

- Developing People
- Taking Care of People
- Good Relationships & Transparent Dialogue
- Caring for the Environment
- Generating Welfare
- Operational Excellence
- Doing the Right Thing

Risk Management and ESG Integration

Our Board oversees a comprehensive risk management framework that identifies, assesses, and mitigates business risks, including those related to ESG. We maintain and regularly update programs to monitor environmental and social risks, ensuring we remain responsive to emerging challenges and evolving stakeholder expectations.

Enterprise Risk Approach:

ESG risks are integrated into our broader business strategy, enabling us to manage operational, financial, and reputational exposures in a coordinated way.

Board Oversight:

The Board provides oversight of the risk management framework, ensuring ESG-related risks are addressed alongside all other business risks.

Continuous Improvement:

Our programs are regularly updated to reflect emerging risks and shifting stakeholder priorities.

Analysts Corner - SASB EMMM-510a.1

Ethics and Transparency

Maintaining confidence in our ethics and compliance processes is fundamental to our commitment to integrity and accountability. During 2025, we strengthened our governance framework by enhancing the independence and consistency of our whistleblower and ethics reporting mechanisms.

The Whistleblower program transition was successfully launched in mid-2025, beginning within AMECO South America as part of a broader initiative to strengthen the Group's ethics and compliance framework. During the year, Dumas updated its Whistleblower Policy, reinforcing protections against retaliation, confidentiality safeguards, investigation protocols and oversight mechanisms. This effort laid the foundation for the implementation of a unified Group-wide Whistleblower Policy in January 2026, creating a consistent framework for reporting, investigating and addressing concerns across all STRACON Group companies.

In parallel, the Group transitioned to a new Ethics and Whistleblower Line provider. The previous provider, Ernst & Young, discontinued the service due to independence considerations arising from its role as the Group's external auditor. This change became important as the holding company advanced its preparation for a Toronto Stock Exchange listing, where governance practices require clear separation between audit and other corporate services.

The transition formed part of a broader enhancement of the Group's corporate governance and audit framework, supported by common policies, reporting channels and oversight processes across operating entities. As a result, the Whistleblower program now operates under a corporate-wide model that promotes consistency, accountability and accessibility for employees and stakeholders throughout the Group. The transition was completed without any material disruption to the continuity or effectiveness of the reporting mechanism.

Regulatory Compliance Framework

STRACON Group's Compliance Framework provides a structured approach to meeting applicable laws and regulations across all regions where we operate. Our commitment to ethical business practices reinforces this approach, ensuring that compliance supports sustainable and responsible project development and operations.

Cybersecurity

At STRACON Group, we recognize that cybersecurity is essential in today's digital landscape. Protecting the information of our clients, partners, and employees is a core responsibility. Our approach is grounded in a strong commitment to data protection and digital security, supported by robust policies and practices aligned with a Governance, Risk, and Compliance (GRC) framework.

We view cybersecurity as an ongoing, organization-wide effort. As such, we continuously update our policies, monitor emerging threats and trends, and adapt to evolving stakeholder expectations.

In 2025, the Group executed a major cybersecurity campaign that included the installation of Sophos security software across operations. We also provided our employees with monthly communications and specialized training to increase awareness of digital risks.

We view cybersecurity as an ongoing, organization-wide effort. As such, we continuously update our policies, monitor emerging threats and trends, and adapt to evolving stakeholder expectations.

Leadership and Culture

Management Approach

Creating a culture of sustainability is a value that runs through every facet of our business, supported by policies such as our Social Responsibility Policy and Sustainability Policy.

At STRACON Group, we firmly believe that the actions of our employees have the power to transform our environment and create a better future. We have three internal strategic objectives for strengthening Group identity and consolidating behaviours aligned with our corporate values:

1. Promote dynamic and meaningful communication spaces that foster connection between people, areas, and companies within the Group.
2. Design and implement a cross-cutting recognition model to highlight those employees who embody our values and actively contribute to cultural transformation.
3. Develop a shared onboarding model for the Group's five companies, based on a strong storytelling approach.

These are strengthened through various programs and initiatives focused on our organizational culture, such as:

- **STRACON Group Culture Plan**—to consolidate our organizational identity and embed ESG values across all operations.
- **Institutional Cultural Elements process**—includes the formalization and Group-wide dissemination of our purpose, values, and operational principles.
- **ReconoSe Program**—designed to reinforce behaviours and to motivate employees to consistently act in line with our values.

We monitor and evaluate our approach to our organizational culture by communicating with our internal and external stakeholders, and through leadership sessions focusing on culture planning.

> Strategy Session with the Leadership Team

2025 Highlights

- Held a Group-wide town hall to align the organizational culture
- Launched our Culture Plan
- Launched the Recognition Program (ReconoSe)

Why This Matters

Strong leadership and a shared culture are the foundation upon which all of our sustainability commitments are built. By investing in the development of our people, recognizing those who lead by example, and aligning our five companies around common values and ways of working, we create the conditions for our organization to perform with integrity, purpose, and resilience across every project and every market in which we operate.

Analysts Corner - SASB EM-MM-510a.1

2025 Performance

STRACON Group

In 2025, we held a Town Hall with all five Group companies to align the entire organization on business objectives, progress and achievements, and to reinforce our culture. At the internal communication level, we continued to strengthen outreach through STRACON Group's corporate communications email and the Viva Engage social network. This is used to share updates such as business milestones, program launches, key initiatives, client recognitions, ESG achievements, and important dates.

The Group's 2025 Town Hall was held as an informative forum outside the usual work environment, aimed at bringing employees closer to the realities of the business in a direct and engaging manner. Each company presented their own perspective, sharing updates on management performance, project progress, key milestones achieved, and new initiatives in the pipeline. Dedicated time was allocated for reinforcing the Group's organizational culture, followed by an open discussion session in which employees were encouraged to raise questions.

Two key learnings emerged from this initiative: transparent communication fosters a stronger sense of belonging and engagement among employees; and creating opportunities for direct dialogue between leadership and employees strengthens trust and aligns expectations more effectively throughout the organization. Our ReconoSe[3] recognition program was introduced across the Group's five companies, a program aimed to inspire STRACON employees to be agents of change, to lead by example, and to leave a positive impact on every project we undertake. The program is tailored to the operational needs and organizational maturity of each business. These are described below.

STRACON Group Culture Plan

In 2025, we also implemented our Culture Plan, a Group-wide presentation that is offered to all new hires, focused on strengthening the Group's renewed cultural pillars, which had been redefined and launched in 2024 as part of the update of the Company's corporate values, organizational purpose, and operating principles.

Throughout the reporting period, several initiatives were implemented to reinforce the adoption of these cultural pillars across the organization. Among the main milestones, corporate values were further embedded into key people management processes, with particular emphasis on the onboarding program for new hires, which became one of the primary platforms for strengthening organizational culture. In addition, communication campaigns and reinforcement initiatives were carried out through the Group's internal communication channels to further promote the values. Likewise, corporate values were incorporated into the performance management process, becoming an integral component of employee performance evaluations.

As part of the program's evolution, while 2024 was marked by the renewal and launch of the Group's corporate values, purpose, and operating principles, 2025 focused on strengthening and embedding these elements into organizational processes. Looking ahead, 2026 will be dedicated to sustaining these efforts to ensure their long-term adoption and integration into the organizational culture.

Transparent communication fosters a stronger sense of belonging and engagement among employees; and creating opportunities for direct dialogue between leadership and employees strengthens trust and aligns expectations more effectively throughout the organization.

3. The name "ReconoSe" originates from the Spanish word "Reconocer" ("to recognize"). The letter "C" was intentionally replaced with an "S" to give the name a distinctive branding touch.

LEADERSHIP AND CULTURE

STRACON | STRACON Tech | STRACON Engineering

Recognition Program: ReconoSe

In 2025, STRACON Tech, STRACON Engineering, and STRACON launched the Recognition Program, ReconoSe to support our goal of continuing to foster a culture where every action is valued and celebrated. The ReconoSe awards allow us to recognize the efforts of our most outstanding employees. This recognition model has three formats, all designed to promote a culture where celebrating achievements becomes part of daily life:

1. **Monthly Model:** Recognizes the five most recognized employees, as well as those who nominate others the most.
2. **Quarterly Model:** Divided into two categories: Silver Excellence, which recognizes alignment with our four corporate values of Safety, Integrity, Passion, and Creating Value, and Gold Excellence, which honours those who embody the best across all these four categories.
3. **Annual Model:** Includes both Individual Recognition and Group Recognition, celebrating exceptional contributions at the end of the year.

The program was launched and implemented at STRACON Engineering and STRACON Tech, achieving approximately 100 recognitions combined. To strengthen adoption and encourage greater participation, a relaunch of the program was planned for mid-July 2026.

At STRACON, by the end of 2025, the program had recorded 1,757 recognitions granted to employees and workers, with participation from all operational projects as well as the corporate office. Additionally, in March 2026, the annual recognition event recognized 20 individuals as Gold and Silver Talent awardees in recognition of their outstanding performance and contributions. The event brought together approximately 100 participants, including representatives from various projects, area managers, and project directors.

Continuation of the Building Leaders Program

In 2025, we continued the Building Leaders Program with the incorporation of a second group of participants. This initiative aims to strengthen leadership capabilities by fostering the development of managerial skills, enhanced strategic thinking, a long-term perspective, and effective team management. This cohort comprised 50 leaders ranging from supervisory roles to senior management who undertook a learning program tailored to our business needs, in partnership with PAD Business School at the University of Piura in Peru.

The program is implemented across STRACON and extends to our operations and projects in Peru and internationally, contributing to the consolidation of a strong leadership foundation aligned with the Group's challenges and objectives.

360 Leadership Development Program (Group Executive)
The 360 Leadership Development Program was launched in 2025 across the five companies of STRACON Group. Its objective is to strengthen the development of key positions through individualized support, executive coaching, and targeted tools to foster professional growth.

The program began with the identification—conducted in coordination with managers—of leaders in key critical roles with high development potential. This was followed by a Group-wide assessment process, including a 360° evaluation that incorporates feedback from supervisors, peers, and team members.

A total of 116 employees participated in this initiative. Based on their results, each participant was assigned an Individual Development Plan that is tailored to their strengths and identifies areas for improvement, with support from an executive coach. The process is complemented by ongoing monitoring and feedback to ensure effective progress.

The 360 Leadership Development Program was launched in 2025 across the five companies of STRACON Group. Its objective is to strengthen the development of key positions through individualized support, executive coaching, and targeted tools to foster professional growth.

> Our team members at the Fenix Gold Project, Chile

AMECO SOUTH AMERICA

Following the STRACON Group Town Hall initiative, AMECO conducted a company-wide Town Hall meeting to review the organization's key achievements during 2025 and discuss the strategic priorities and challenges anticipated for 2026. This initiative promoted transparency, employee engagement, and alignment around business objectives and organizational priorities.

Fostering Culture Change: Plan Adopción Cultura STRACON Group 2025
During 2025, STRACON's internal communications team worked on the STRACON Group Culture Adoption Plan (Plan Adopción Cultura STRACON Group 2025), alongside AMECO, to strengthen their organizational culture. While maintaining alignment with the Group's purpose, values, and strategic direction, the implementation was tailored to the specific characteristics of AMECO's business, the Chilean mining industry, and the requirements of its clients.

The STRACON Group Culture Adoption Plan, which parallels the intentions and format of ReconoSe, showcases a recognition program, leadership development, employee engagement, an innovation and cybersecurity model, and a culture integration plan.

Recognition and Reward Programs: AMECO aligned their employee recognition programs with STRACON Group's purpose and core values to reinforce desired behaviours and to strengthen cultural integration across the organization.

- The Safety Recognition Program, led by the Healthy, Safety, and Environment (HSE) Department, recognizes employees who demonstrate exemplary safety behaviours and proactive risk management practices, contributing to the protection of people, assets, and operational continuity (safety).
- The Spot Bonus Program recognizes outstanding conduct and superior performance that exemplify the corporate values of Integrity and Creating Value.
- The Years of Service Recognition Program acknowledges employees for their long-term commitment and contributions to AMECO, reflecting the Group value of Passion.

Leadership Development and Values-Based Performance Management: AMECO's senior leadership team participated in the STRACON Group Talent Program, through which it formally incorporated the Group's values into the performance evaluation process of approximately 26 leaders responsible for guiding the organization. This initiative strengthened accountability and reinforced values-based leadership.

In addition, monthly site-based performance evaluations were updated to incorporate the STRACON Group values, ensuring that employee performance assessments now reflect not only operational results but also alignment with the organization's cultural principles and expected behaviours.

Innovation, Cybersecurity, and Integrity Initiatives: Throughout 2025, AMECO actively participated in several Group-wide initiatives aimed at strengthening innovation, digital resilience, and ethical conduct, including:

- Participation in the Innovation Culture Survey, which established a baseline assessment of the organization's innovation maturity and capabilities.
- Participation in the Innovative Footprint Award (Premio Huella Innovadora), designed to encourage and recognize innovation across the Group.
- Organization-wide cybersecurity awareness activities addressing key topics identified by the Group's cybersecurity function.
- Development of an Integrity Campaign focused on reinforcing integrity as a fundamental organizational value and strengthening employees' commitment to ethical conduct and responsible decision-making.

Culture Integration through Onboarding: To further strengthen cultural alignment and employee engagement, AMECO incorporated its affiliation with STRACON Group—including the Group's purpose, values, and strategic vision—into its onboarding process. This initiative aims to foster a strong sense of belonging, accelerate cultural integration, and ensure that new employees understand the principles that guide the organization's long-term success.

Leadership Development

Senior management undertook a targeted leadership initiative (Leadership Development and Values-Based Performance Management) with their direct reports and first level of leaders, beginning with an assessment to identify key areas for improvement. This was followed by two focused leadership sessions to strengthen capabilities and alignment. AMECO's senior leadership team participated in the STRACON Group Talent Program which strengthened accountability and reinforced values-based leadership. Other evaluated competences were integrity, accountability, adaptability, safety, inspiring commitment, developing people, collaboration, communication, strategic perspective, innovation, customer centricity, results orientation. In addition, monthly site-based performance evaluations were updated to incorporate the STRACON Group values, ensuring that employee performance assessments reflect not only operational results but also alignment with the organization's cultural principles and expected behaviours.

Additionally, a corporate-level assessment was conducted for senior management and their first two leadership levels through a 360-degree evaluation,[4] accompanied by structured development plans designed to address identified gaps and support continuous leadership growth. AMECO also strengthened workforce engagement in health and safety through their Preventive Safety Observation (PSO) platform, a web-based system that allows employees and suppliers to report safety observations and concerns, with each submission being assigned to a Health and Safety Advisor for corrective and preventive action. Once the platform had been rolled out across all projects and dedicated training sessions had taken place, AMECO promoted adoption of the PSO platform through an article in their semi-annual newsletter, increasing awareness, encouraging use, and strengthening its recognition as a trusted channel for reporting concerns.

Other initiatives included Planned Activity Leadership (PAL) which promoted visible leadership in the field and strengthened a proactive safety culture. AMECO achieved a training and awareness index of 1.3%, reinforcing ongoing efforts to build a culture of safety and prevention.

On September 29, 2025, AMECO—in partnership with Miros Consultores—conducted a workshop of specialized training, entitled The Last Planner of the Task, for their contract administrators, the executive team, and HSE leaders. The training reinforced the role of leaders as planners through the entirety of the operational process, and aimed to strengthen leadership capabilities and enhance operational support across the company's projects and contracts. The training focused on improving planning, coordination, and field-level support, while deepening participants' understanding of both their own responsibilities and those of the Last Task Planners (UPLAs) operating at site level. The workshop fostered greater alignment between leadership and operational teams, promoting accountability, collaboration, and continuous improvement throughout the organization. Upon completion, all participants achieved CLEVER certification, reinforcing AMECO's commitment to operational excellence and a culture of continuous, organization-wide improvement.

AMECO also strengthened workforce engagement in health and safety through their Preventive Safety Observation (PSO) platform, a web-based system that allows employees and suppliers to report safety observations and concerns, with each submission being assigned to a Health and Safety Advisor for corrective and preventive action.

4. A 360-degree evaluation is a multi-source feedback process that provides employees with comprehensive insights into their performance, behaviour, and development from multiple perspectives.

LEADERSHIP AND CULTURE

DUMAS

Dumas received the Legendary Builder Award from the Canadian Mine Expo in 2025, an industry honour recognizing the company's enduring reputation and track record as a leading builder in the mining sector.

> Lalor Mine Project, Canada

Legacy Builder Award at the Canadian Mine Expo in Timmins.

Dumas was honoured to receive the Legendary Builder Award on June 3 at the 2025 Canadian Mine Expo in Timmins, Ontario—the very city where the company's story began 31 years ago. Representing Dumas were Jeremy Okolisan (President), Jeff Rimmer (General Manager of Canadian Operations), Derek Imhoff (Area Manager), Steve Black (Manager of Business Development, Marketing and Community Relations), and Martin Short (Manager of Recruiting). Founded by Hubert Dumas and later led by his sons Dan and Marc, the company grew from its local roots into an international mining contractor with operations across the Americas. Now part of the STRACON Group, Dumas continues to deliver excellence in underground mining with more than 900 employees and active projects in Canada and Mexico. Dumas extends their gratitude to all team members, past and present, whose dedication have made this recognition possible.

Looking Ahead

Looking ahead to 2026, the STRACON Group Culture Plan will focus on sustaining the progress made in embedding corporate values, purpose, and operating principles into organizational processes to ensure their long-term adoption across the organization.

Talent Management

Management Approach

Our success is tied strongly to our ability to attract, retain and develop the best talent, recognizing that they are the heart of our business. Reflecting this are policies that promote investment in and the development of our workforce.

We have a range of programs and initiatives focused on talent management:

- The Mentorship Program provides mentorship for former trainees at the company.
- The Building Leaders Program offers comprehensive training in organizational management while strengthening soft skills such as communication, teamwork, and adaptability.
- The Successors Program is designed to identify employees with the potential to take on leadership roles reporting directly to managers, and to provide them with strategic support.
- The 360 Leadership Development Program was launched to strengthen the development of key positions through individualized support, providing targeted tools to foster professional growth along with executive coaching.
- The ReconoSe Program is designed to reinforce behaviours that are aligned with our corporate values and to motivate employees to consistently carry out their duties in a proven and safe manner. The accompanying ReconoSe Awards are our way of recognizing the efforts of our most outstanding employees.

Analysts Corner - GRI 2-30, 401-1, 404-1, 404-2, SASB EM-MM-310a.1

- In addition, the five companies in the Group have company-specific employee recognition programs of their own.

We maintain agreements with universities and educational institutions that enable our employees to access discounts on executive education programs, postgraduate studies, master's degrees, courses, diploma programs, and language training. An example of the universities and private educational institutions in Peru with whom we have agreements include: Universidad ESAN, Universidad Peruana de Ciencias Aplicadas (UPC), Universidad de Ingeniería y Tecnología (UTEC), Universidad Tecnológica del Peru (UTP), Cibertec, Universidad Privada del Norte (UPN), New Horizons, and Euroidiomas.

And finally, we monitor and evaluate our approach to talent management using external tools such as benchmarking exercises, and internal tools such as Group-wide townhalls and employee surveys.

2025 Highlights

- The Mentorship Program completed its first phase

16% the average rate of new hires for the Group

13% the average rate of turnover for the Group

36.3 average number of training hours per employee across the Group

Why This Matters

Talent is the foundation of everything we build. By investing in structured development programs, clear career pathways, and meaningful recognition, we strengthen our ability to retain skilled people, develop leaders from within, and deliver consistently for our clients. This commitment is both a responsibility to our employees and a strategic necessity: an engaged, capable workforce enables us to perform, innovate, and sustain our business across an industry that demands continuous adaptation.

2025 Performance & Progress

STRACON

Continuation of the Trainee Program

In 2024, we launched the Trainee Program to promote the recruitment and development of young professionals, providing them with training and hands-on experience for strategic roles within the organization in the future. Throughout the process, participants are immersed in our culture, management practices, and operations, complementing their learning through rotations across varying areas, and allowing them to gain a comprehensive understanding of the business.

The first seven-month trainee phase was completed in July 2024 following continuous evaluation throughout the program, including a review of their projects focused on improvements. In alignment with business needs, 19 trainees were promoted to assistant positions, where they continued to build their experience and contribute to the Group during the 12-month period of August 2024 to July 2025.

Subsequently, in August 2025, the 19 assistants continued into the Mentorship Program where they met with managers who shared professional, technical, and managerial experiences. In addition, an open dialogue environment encouraged the assistants to ask questions, share their interests, and receive guidance regarding their development and career paths.

The Mentorship Program completed its first phase in March 2026. A second phase was scheduled to begin in April 2026, aimed at further strengthening participants' development and supporting their progression to higher levels of responsibility. A key component of the Trainee Program and the Mentorship Program is the continuous support offered through a mentor, helping to sustain participants' motivation and engagement with the organization.

Performance Evaluation Process

During 2025, an enhancement to the Performance Evaluation Process was implemented through the incorporation of a competency-based assessment component for leadership positions. As a result of this change, leaders were no longer evaluated solely based on the achievement of objectives, but also on strategic factors linked to leadership and management competencies.

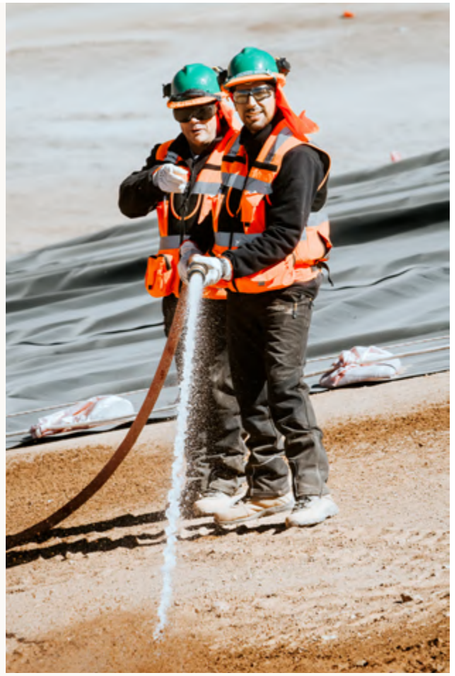
The assessment incorporated competencies related to attitude, initiative, strategic perspective, and the ability to lead teams, thereby promoting a more comprehensive evaluation of performance and leaders' overall impact within the organization.

Collective Bargaining Agreements

At STRACON Group, we recognize our employees' rights for fair representation and collective bargaining. Across the Group, 62% of our employees are covered by collective bargaining agreements. We work together with various unions for the benefit of our employees.

Over the past three years, the percentage of the employees covered by collective bargaining agreements at our Group has increased from 11% to 62%, signifying a shift in the industry in which workforce availability and the skills gap are imminent risks.

19
trainees were promoted to assistant positions



19
assistants continued into the Mentorship Program where they met with managers who shared professional, technical, and managerial experiences.

23%
of our employees are covered by collective bargaining agreements.

TALENT MANAGEMENT

Employees Covered by Collective Bargaining Agreements (%)

	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	STRACON Group (Totals)	STRACON Group (2024 Totals)	STRACON Group (2023 Totals)
Employees covered by collective bargaining agreements (%)	0%	61%	7%	65%	0%	0%	23%	41%	11%

Employee Hires and Turnover (By Gender and Age Group)

			DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	STRACON Group (Totals)	STRACON Group (2024 Totals)	STRACON Group (2023 Totals)
New Employee Hires	Male	Under 30 Years Old	20%	5%	20%	23%	25%	0%	17%	17%	14%
		30-50 Years Old	14%	33%	88%	152%	66%	11%	72%	63%	57%
		Over 50 Years Old	8%	13%	15%	27%	10%	0%	15%	11%	8%
	Female	Under 30 Years Old	1%	0%	3%	4%	7%	0%	2%	2%	2%
		30-50 Years Old	1%	3%	6%	8%	14%	0%	5%	4%	3%
		Over 50 Years Old	1%	1%	0%	0%	0%	0%	1%	0%	0%
Employee Turnover	Male	Under 30 Years Old	15%	7%	21%	29%	24%	11%	18%	12%	17%
		30-50 Years Old	48%	44%	98%	198%	97%	11%	88%	53%	86%
		Over 50 Years Old	14%	15%	19%	40%	17%	0%	19%	9%	12%
	Female	Under 30 Years Old	1%	1%	3%	2%	5%	0%	2%	2%	3%
		30-50 Years Old	3%	2%	6%	9%	15%	5%	5%	4%	5%
		Over 50 Years Old	1%	0%	0%	0%	0%	0%	0%	0%	0%

Building Leaders Program

In 2025, we continued the Building Leaders Program (also discussed in our 2024 Sustainability Report) with the incorporation of a second group of participants. This initiative aims to strengthen leadership capabilities by fostering the development of managerial skills, enhanced strategic thinking, a long-term perspective, and effective team management.
In this edition, 50 leaders participated, ranging from supervisory roles to senior management positions—including supervisors, deputy managers, superintendents, managers, and directors. They took part in a learning program tailored to our business needs, in partnership with PAD Business School at the University of Piura in Peru.

The program is implemented across STRACON and extends to its operations and projects both in Peru and internationally, contributing to the consolidation of a strong leadership foundation aligned with the Group's challenges and objectives.

360 Leadership Development Program (Group Level)

During 2025, the 360 Leadership Development Program was launched as a cross-cutting initiative across the five companies within STRACON Group. Its objective is to strengthen the development of key positions through individualized support, providing targeted tools to foster professional growth, along with executive coaching.

The program began with the identification—conducted in coordination with managers—of leaders in key roles with high development potential. This was followed by a Group-wide assessment process, including a 360° evaluation that incorporates feedback from supervisors, peers, and team members.

A total of 116 employees are participating in this initiative. Based on the results, each participant is assigned an Individual Development Plan, supported by an executive coach and tailored to their strengths and areas for improvement. This process is complemented by ongoing monitoring and feedback to ensure effective implementation.

> Our Central Equipment Workshop team in Lurín, Lima, Peru

Average Training Hours Per Employee

	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	STRACON Group (Totals)	STRACON Group (2024 Totals)	STRACON Group (2023 Totals)
Average Training Hours Per Employee	62	5.75	42	32	28	48	36.3	45.2	34.4

TALENT MANAGEMENT

STRACON STRACON Tech STRACON Engineering

In 2025, we achieved our goal of implementing our key talent development programs, including the Trainee Program, Building Leaders, and the 360 Leadership Development Program. These initiatives have strengthened our employees' capabilities and helped consolidate a solid leadership pipeline within the organization.

Additionally, throughout the year we reinforced and advanced our Learning Plan and made meaningful progress in internal talent promotion. As part of this effort, we introduced a post-promotion support phase designed to facilitate the transition into new roles and ensure sustainable performance over time.

STRACON was recognized by Anglo American in 2025 for its Labor Management and Social Welfare Plan at the Quellaveco project, honouring the company's effective workforce management and the implementation of programs supporting employee wellbeing throughout the year.

> Our employee at Dumas' Kidd Creek project in Canada.

Looking Ahead

We are currently prioritizing our focus areas for 2026, which will be aligned with a holistic business vision and centred around sustainable development. From a workforce perspective, we will emphasize strengthening capabilities, closing skills gaps, and fostering a culture of continuous learning to enable adaptation to a changing environment. In parallel, we aim to consistently advance initiatives that enhance workplace climate, engagement, and well-being, recognizing that organizational performance is directly linked to the employee experience.

Sustainable Innovation

Management Approach

Innovation is embedded in our vision, and we look to apply innovative technologies to manage risks and capture opportunities. We believe that innovation is key in addressing the impacts of our industry, and are working to utilize innovative approaches in our operations.

We have a range of programs and initiatives focused on innovation, such as our digital innovation strategy, Digital Roster, and the Innovation Cultural Survey.

> Innovation Award-winning team

2025 Highlights

- Strengthened our digital innovation strategy

Reduced paper use by more than
430,000
sheets per year as a result of transitioning to digital field solutions

Saved more than
53,000
man hours per year by optimizing recording, monitoring, and reporting activities

Why This Matters

STRACON's commitment to sustainable innovation reflects our belief that environmental responsibility and digital transformation go hand in hand. By digitalizing field operations, automating manual processes, and building a culture of employee-led innovation, we are reducing our environmental footprint while improving the safety, efficiency, and traceability of our operations.

This matters to us because innovation is not an end in itself; rather, it is a means of delivering better outcomes for our people, our clients, and the communities and environments in which we operate. As artificial intelligence and digital tools continue to reshape our industry, maintaining responsible governance in how we adopt and apply these technologies ensures that our progress remains ethical, compliant, and aligned with our broader sustainability commitments.

Innovation is not an end in itself; rather, it is a means of delivering better outcomes for our people, our clients, and the communities and environments in which we operate.

2025 Performance & Progress

STRACON

In 2025, we strengthened our digital innovation strategy focused on sustainability, with an emphasis on improving operational efficiency, reducing environmental impacts, and enhancing the safety and traceability of our operations.

Key milestones included:

- Digitalizing field operation processes and implementing digital solutions for real-time recording of attendance, daily field activities, equipment inspections, and operational events, thereby improving data traceability and reducing reliance on physical formats.
- Scaling of STRAQUI TAREO and STRAQUI ASISTENCIA solutions across key projects in Peru and Chile ensured consistent operational standards and greater control over workforce and equipment management across various operations.
- Digital Roster: Digitalizing workforce planning and control in the field, enabling full traceability of personnel across projects—including presence, rotations, and key events—while automating the management of mobilizations, demobilizations, and transfers. This also incorporated safety-related stay alerts, helping to reduce risks associated with overexposure on site and improve operational timelines and logistics management.
- Applying analytics and automation solutions to replace manual processes, enabling data-driven decision-making, reducing operational errors, and improving overall efficiency.
- Progress towards paperless operations (resulting in a significant reduction in paper usage) through the creation of digital field records, approvals, and reporting.
- Internal recognition of innovation with sustainable impact through the Innovative Footprint program that highlights employee-led initiatives contributing to efficiency, safety, and business sustainability.
- Strengthening a culture of innovation by creating a forum for ideas through our first corporate Innovation Culture Survey, with results and progress shared in Town Hall meetings.

Through the overall digitalization of key processes, data-driven decision-making has been strengthened, enabling access to more reliable, timely, and traceable information. As a result, response times have been significantly reduced, and the ability to anticipate and manage operational risks has improved. A Digital Monitoring model was created from analytics and visualization tools that enables real-time operational tracking. It allows for:

- Real-time reporting resulting in more agile decision-making
- End-to-end traceability of operational information
- A reduction in errors associated with manual processes
- Progressive elimination of physical records

During 2025, the digitalization of operational processes allowed us to make significant progress towards a more sustainable operating model, leading to a decrease in physical and logistical processes, and reducing the need for document handling, transportation and storage. We reduced paper use by more than 430,000 sheets per year as a result of transitioning to digital field solutions. Consequently, we reduced the amount of water used in paper production as well as the associated CO_2 emissions, and conserved forest resources.

The implementation of digital tools and process automation allowed for:

- Savings of more than 53,000 man-hours per year by optimizing recording, monitoring, and reporting activities.
- A reduction in operational and administrative timelines, improving productivity for both field and office teams.
- Greater reliability and traceability of information, reducing errors associated with manual processes.

Digital solutions also strengthened preventive management and compliance with safety standards in the field. Digital equipment inspections resulted in early detection of faults, reducing risk and preventing operational incidents. Digital audits allowed for check and track processes used to monitor compliance and safety by integrating photographic records, electronic signatures, and real-time validations, and improving inspection traceability as a result. Our Innovative Footprint program was further strengthened, recognizing employees' initiatives that impacted efficiency, safety, and business sustainability. This program fosters a culture of continuous improvement by encouraging new ideas with high potential and their resulting implementation.

SUSTAINABLE INNOVATION

Learnings from the Innovation Cultural Survey

Following on our first culture survey (see above), we then distributed a second corporate Innovation Culture Survey in 2025 with the aim of understanding how employees perceive and experience innovation within the organization, as well as identifying opportunities to further strengthen the innovation culture. The survey achieved a 65% participation rate among employees using corporate email accounts. The main findings included:

- A favourable culture for idea generation exists. Employees reported feeling safe sharing proposals and new ideas, and felt that their contributions were heard and considered by their teams, even when not all ideas are ultimately implemented.
- A culture of learning and continuous improvement was identified. Across several Group companies, employees expressed a positive perception regarding learning from previous experiences and mistakes, providing an important foundation for sustainable innovation.

The survey also identified common areas for improvement across STRACON Group, primarily related to:

- The availability of time and resources to explore and test new ideas.
- The clarity of processes to transform an idea into a concrete initiative.
- The visibility of innovation projects currently under development.
- The need to strengthen feedback mechanisms regarding ideas proposed by employees.

> Our Innovation team in Lima, Peru

Based on these results, a corporate action plan was defined, including initiatives such as the implementation of innovation champions across business areas; the creation of a clear From Idea to Action pathway to guide employees when identifying improvement opportunities or innovative ideas; the strengthening of communication and visibility around innovation projects; the formalization of feedback mechanisms for ideas submitted; and the development of INSTRA, a digital platform designed to centralize information related to innovation, projects, artificial intelligence, and other key topics, with the objective of facilitating access to knowledge and strengthening collaboration across Group companies.

Oversight for AI and Digital Innovation

An existing Innovation Governance model was improved by clearly defining roles and responsibilities, and incorporating the sponsors and functional product owners for each initiative. The solutions that resulted from these upgrades showed improved sustainability, better prioritization of initiatives, and stronger alignment with operational areas.

As digitalization and artificial intelligence (AI) make rapid progress in our industry (and the world), we remain vigilant in ensuring we adhere to the appropriate governance mechanisms. The following policies were updated or developed in 2025:

As digitalization and artificial intelligence (AI) make rapid progress in our industry (and the world), we remain vigilant in ensuring we adhere to the appropriate governance mechanisms.

- Progress continued in defining AI governance guidelines, focused on responsible, ethical use aligned with business objectives.
- Personal data processing and protection policies were implemented within applications, ensuring regulatory compliance and data confidentiality.

Supporting Client Performance

Through the implementation of digital solutions across our projects, STRACON has directly supported our clients in strengthening their sustainability management, generating tangible results in their operations:

- Reducing their environmental footprint through digitalization processes that decrease paper usage and minimize unnecessary travel.
- Improving operational safety standards, using tools that enable inspections, controls, and audits with greater traceability and compliance.
- Optimizing resources, including efficiencies in transportation, energy consumption, and equipment.
- Strengthening regulatory compliance and audits, using digital, traceable information with real-time evidence.

SUSTAINABLE INNOVATION

Client Feedback for ESG Support

STRACON's digital solutions for improving environmental performance received notable recognition from Hudbay's Constancia Project, for supporting the site's carbon footprint reduction efforts.

Recognition for Sustainable Innovation

STRACON, together with STRACON Tech, took first place in Marsh McLennan's 2025 Good Practices and Innovation in Occupational Risk Prevention award for the implementation of its new Equipment Proximity system—an innovation that strengthens safety by reducing risks in equipment operations.

STRACON also received recognition for Good Practices in Metrology from Antamina in 2025, awarded for the sustained efforts of its teams to keep measuring and testing instruments calibrated to the highest standards.

> Our team at Antamina Project, Peru

Looking Ahead

AI and Data

In 2026, our innovation strategy will focus on consolidating a data-driven model, supported by the progressive use of AI with a strong emphasis on sustainability, operational efficiency, and safety.

Key objectives include:

- Promoting the use of AI at a corporate level, prioritizing its application in critical areas such as Health, Safety, and Environment (HSE), and Maintenance to strengthen decision-making and proactive risk management.
- Strengthening digital data capture in the field, ensuring high-quality, traceability, and real-time data across core business processes.
- Using advanced analytics and AI models to generate early alerts for operational deviations, identify areas for optimization, and anticipate failures and risks.
- Driving a competitive advantage through technologies that optimize resources, reduce costs, and improve the safety and sustainability of operations.

Maintenance

We will focus on predictive maintenance and failure analytics to anticipate events and reduce operational risks while optimizing equipment lifecycle, improving performance, and extending operational lifespan. This will help reduce downtime and lead to more efficient management of resources.

Health, Safety, and Environment

The use of AI will improve risk identification and control. Real-time monitoring of operational, risk, and safety conditions will enable faster responses to deviations, with improved safety indicators contributing directly to a reduction in incidents.

Technical Management & Continuous Improvement

Advanced analytics will improve production by standardizing digital solutions. Efficiencies will become streamlined, and innovation will be embedded into more layers of decision-making.

Health, Safety, and Wellness

Management Approach

The health, safety and wellness of our workforce is of paramount importance at STRACON Group, and we are committed to providing a workplace that reflects this. We track and measure performance targets—including fatalities, Lost Time Injuries (LTIs), and Total Recordable Injuries (TRIs)—and regularly review performance with our workforce to identify gaps, share lessons learned, and drive continuous improvement.

Policies that promote health, safety and wellness include our Integrated Management System (IMS) Policy, Compliance Policy, Prevention of Alcohol and Drugs Use Policy, and company-specific health and safety policies.

We have various programs and initiatives focused on health, safety and wellness, including:

- Behavior-Based Safety (BBS) Program
- Psychosocial Risk Program
- Ergonomic Program
- AMECO's SSOMAC SGI - Sistema de Gestión Integrado (Integrated Management System), Salud Ocupacional (Occupational Health), Medio Ambiente (Environment), Calidad (Quality)
- Preventive Safety Programs
- Protection and Prevention Programs
- Internal Responsibility System (IRS)
- AMECO's Planned Activity Leadership initiatives, promoting visible leadership in the field and strengthening a proactive safety culture
- Dumas's Aviation Safety Leadership in the Field program

Reflecting on a Tragic Loss:
Tragically, we experienced a fatality at our Shahuindo site in Peru. Our thoughts remain with Mr. Terrones' family, friends, and colleagues. This loss serves as a sobering reminder that safety must remain at the centre of every decision we make. Following the incident, STRACON provided ongoing support to the family, conducted a comprehensive investigation, and implemented procedural enhancements to address the lessons learned. Our industry faces inherent risks in our everyday operations, and tragic incidents reinforce our unwavering commitment to learn from every event, strengthen our controls, and continuously improve our health and safety practices.

2025 Highlights

0.29 Group's Lost Time Injury Frequency Rate (LTIFR[5])

2.02 Group's Total Recordable Injury Frequency Rate (TRIFR[6])

- AMECO South America aligned their recertification process with international standards ISO 9001, ISO 14001, and ISO 45001, for best practices in quality, environmental management, and occupational health and safety

Why This Matters

STRACON Group operates across some of the most demanding mining environments in the world. Our people face physical risk every day, and we have a fundamental responsibility to ensure they return home safe. Our commitment to health, safety, and wellness goes beyond preventing incidents. It reflects our belief that a protected and supported workforce is the foundation of everything we do. When people feel safe at work, they perform better, make better decisions, and contribute to a culture in which looking out for one another becomes instinctive. That culture matters because a strong safety record lies in the standards to which we hold ourselves. As our clients' operations grow in scale and complexity, maintaining rigorous health and safety governance ensures that our progress remains responsible, trusted, and aligned with our commitment to the people and communities we serve.

Analysts Corner - GRI 403-1, 403-2, 403-3, 403-5, 403-6, 403-7, 403-9, SASB EM-MM-320a.1, IF-EN-320a.1

5. Rate is recorded as follows: (Number of lost time injuries x 1,000,000)/Total man hours worked
6. The rate is calculated as follows: TRIFR = (Total Recordable Injuries / Total Hours Worked)×1,000,000

2025 Performance & Progress

STRACON Group

A Focus on Our OHS Numbers – What Do They Mean?

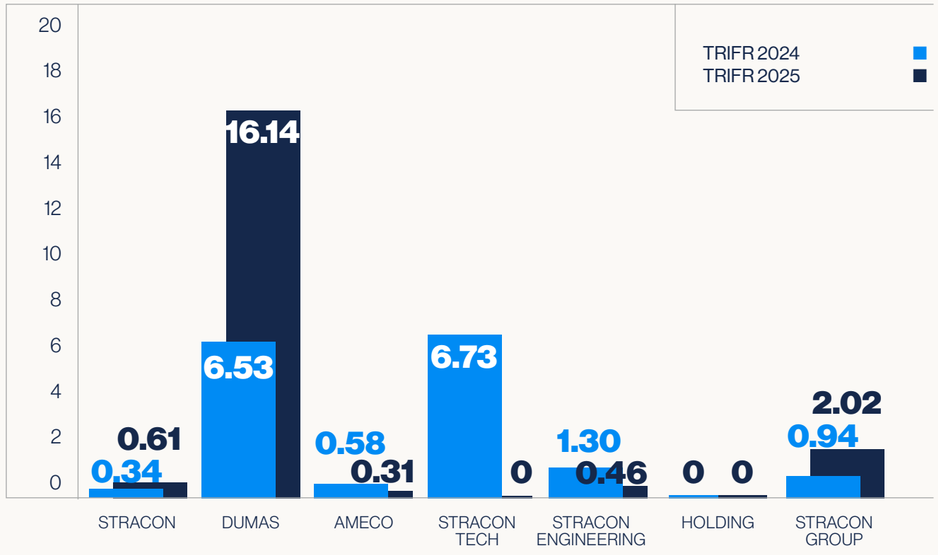
			Performance at Group Level			
Acronym	**Term**	**What it Means to Us (Definition)**	**2023**	**2024**	**2025**	**2026 Targets**
LTI	Lost Time Injuries	Work-related injury or illness that results in an employee being unable to perform their regular duties or work for at least one full shift or workday after the incident.	5	10	6	-
TRI	Total Recordable Injuries	Refers to all work-related injuries and illnesses that meet the recording criteria set by regulatory bodies (such as OSHA in the U.S. or similar in other jurisdictions). These injuries go beyond minor first aid and must be documented in official safety records.	22	25	40	-
TRIFR	Total Recordable Incident Frequency Rate	The rate of all OSHA-recordable injuries per 1,000,000 hours worked. Calculated as TRIFR=(Total Recordable Injuries/Total Hours Worked)×1,000,000. It offers a broader picture of workplace safety than LTIFR alone, tracks all significant incidents (not just those resulting in time off), and encourages preventive action even on less severe injuries, to avoid escalation.	1.50	1.10	2.02	<1.06
LTIFR	Lost Time Injury Frequency Rate	The rate of Lost Time Injuries per 1,000,000 hours worked. Calculated as LTIFR=(Number of Lost Time Injuries/ Total Hours Worked)×1,000,000. It is used to track how often serious injuries (those causing time away from work) occur, and is useful for comparing performance over time or benchmarking across the industry.	0.35	0.45	0.29	<0.49

HEALTH, SAFETY, AND WELLNESS

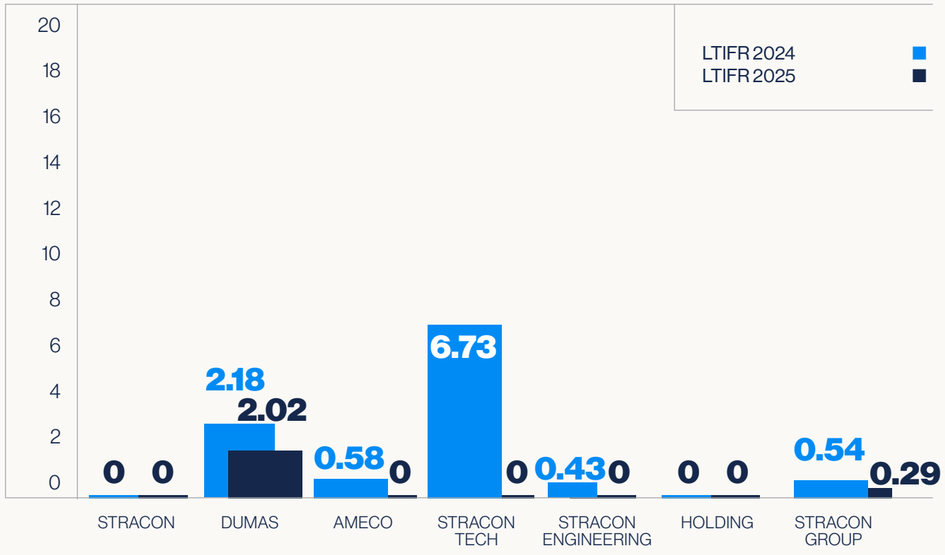
Key Health & Safety Figures for the Group

	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	STRACON Group (Totals)
Lost Time Injury Frequency Rate (LTIFR)	2.02	0.00	0.15	0.00	0.00	0.00	**0.29**
Total Recordable Incident Frequency Rate (TRIFR)	16.14	0.31	0.61	0.46	0.00	0.00	**2.02**

TRIFR (2024 vs 2025)
(Factor 1 000 000)



LTIFR (2024 vs 2025)
(Factor 1 000 000)



HEALTH, SAFETY, AND WELLNESS

STRACON | STRACON Tech | STRACON Engineering

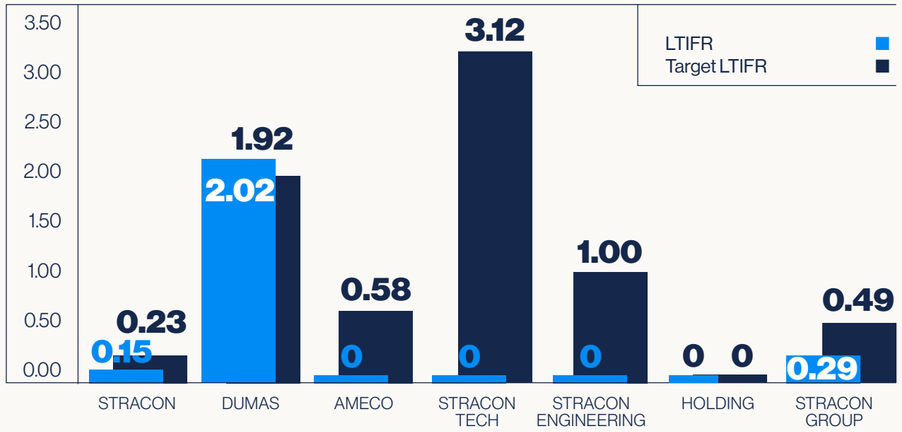
Awards and Recognitions:
During 2025, STRACON earned a series of recognitions related to Health and Safety performance:

- Anglo American granted the company the "Yanapanakuy Award – Caring for Each Other" for the best Safety and Occupational Health management at Quellaveco project in two occasions.
- Antamina recognized STRACON with a First Place in Safety Performance for the best annual safety performance at the Antamina project.
- Recognition for Best Practices in Occupational Health and Safety at the Buriticá Mine, specifically in our equipment maintenance workshop, contributing to the prevention of workplace accidents. This recognition was granted by our client, Zijin Continental Gold.
- Honoris Award for outstanding Safety Management, granted by the Colombian Safety Council (CCS) in 2025 for the Buriticá project.
- The Chilean Construction Chamber Mutual Association (Mutual de la Cámara Chilena de la Construcción) acknowledged STRACON´s commitment to safety and accident prevention at Lomas Bayas project.
- First Place in Best Practices and Innovation in Occupational Risk Prevention 2025, awarded by Marsh McLennan for the implementation of the "Equipment Proximity System," developed jointly by STRACON and STRACON Tech.

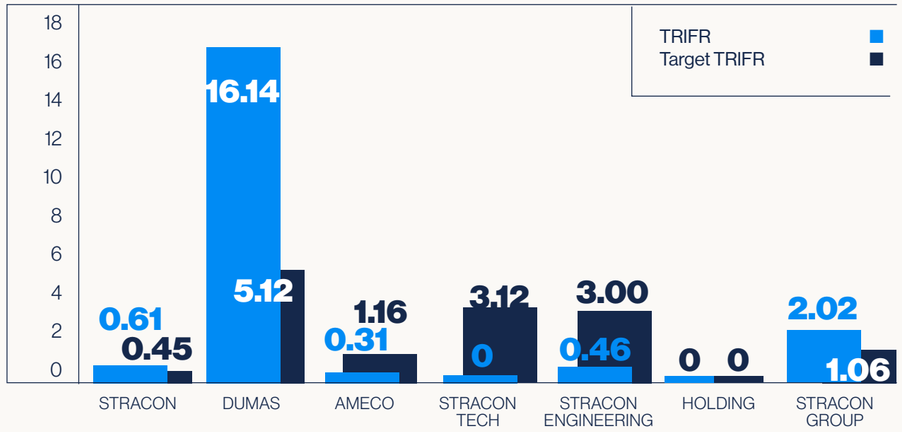
> Our team members at Fenix Gold Project, Chile

Collectively these awards highlight our strong, consistent safety culture across the Group's operations.

LTIFR YTD - December 2025
(Factor 1 000 000)



TRIFR YTD - December 2025
(Factor 1 000 000)



HEALTH, SAFETY, AND WELLNESS

2025 Progress

This year, we made a significant amount of progress in strengthening our health, safety and wellness programs.

In areas demonstrating where conscious environmental management has positive impacts on health and wellness, we accomplished work in two areas: water circulation and solar lighting. At the Pampa Cachendo project, we implemented innovative water circulation technologies to manage dust and particulate matter control, including water trucks with water cannons and modified irrigation systems, reducing overall water consumption in response to the site's arid conditions. Then, we strengthened our processes for the use of solar lighting across projects in night-time or low-visibility settings, thereby helping to reduce operational risks. Implementation focused primarily on two key areas: work platforms and pedestrian access routes, where improved visibility conditions reduced the risk of slips, trips, and other incidents associated with low lighting. In Peru, this solution was deployed in projects such as Pampa Cachendo, Quellaveco, and Shahuindo through the installation of solar panels that provide safer and more sustainable lighting in work areas. By incorporating clean energy solutions and supporting operational continuity in hard-to-access areas, these efforts also contribute to our goal of environmental sustainability.

Prevention protocols for hypobaric hypoxia (altitude sickness) were adopted across all projects. For operations undertaken at high-altitude mining sites, protocols were established to safeguard the health of personnel exposed to low oxygen pressure conditions. These measures aim to prevent serious medical events, ensure proper acclimatization processes, and workers' fitness both before and during their time in high-altitude environments.

> El Abra Project, Chile

HEALTH, SAFETY, AND WELLNESS

Enhanced fatigue and drowsiness alert systems were installed across all projects to mitigate incidents associated with human error, particularly in critical activities, extended shifts, and the operation of equipment or vehicles. The system is designed to detect fatigue in a timely manner, strengthen safe decision-making, and safeguard both worker well-being and operational continuity.

We introduced a Monthly Health, Safety, and Environmental (HSE) Indicators Reporting procedure, along with a virtual tool for Occupational Health and Safety Committee elections. The reporting tool was implemented in 2025 for Safety indicators and, as of 2026 (at the time of writing this report), has been extended to Occupational Health indicators. Within its Occupational Health module, the application enables the recording and consolidation of key information used to monitor employees' health, tracking indicators such as pre-employment medical examinations, periodic occupational medical examinations, and exit medical examinations, as well as preventive health campaigns and the number of medical results delivered and reviewed. Together, these capabilities standardize and enhance transparency in the management of HSE indicators, strengthen preventive monitoring, and allow for effective corporate-level monitoring across all projects. In addition, in 2025 STRACON, in collaboration with STRACON Tech, developed the virtual tool for managing Committee and Subcommittee elections across offices and projects. By making the voting process more efficient, it strengthens democratic participation, ensures regulatory compliance, reduces man-hours, eliminates paper use, and improves process traceability at a national level.

At Pampa Cachendo, STRACON provided support in reducing water consumption for dust and particulate matter control through the implementation of innovative technologies. Through the deployment of movable systems like water cannons and modified sprinkler irrigation systems, the water consumption was successfully reduced with effective dust control. As part of our community and social initiatives, we also installed solar panels at a local community to supply electrical power.

The Behavior-Based Safety (BBS) program, which began in 2024 to measure unsafe behaviours across our projects in Peru, was fully implemented there in 2025, and expanded into Chile as follows:

- At Lomas Bayas, where the project was nearing conclusion, a specialist in psychology focused on BBS interactive learning activities in safety.
- At the Fenix Gold Project, due to the nature of the contract, BBS was not implemented due to the client request of a focus exclusively on direct supervision instead.
- In Colombia, BBS was not implemented as the “Actúa Positivo” program was in place. This program focuses on the immediate recognition of safe behaviours and remained active throughout the duration of the project.

H&S Support Provided to Clients

At Pampa Cachendo, STRACON provided support in reducing water consumption for dust and particulate matter control through the implementation of innovative technologies. Through the deployment of movable systems like water cannons and modified sprinkler irrigation systems, the water consumption was successfully reduced with effective dust control. As part of our community and social initiatives, we also installed solar panels at a local community to supply electrical power.

HEALTH, SAFETY, AND WELLNESS

AMECO SOUTH AMERICA

Awards & Performance Recognition

- Awards to Mantoverde and Caserones contracts for zero lost-time incidents.
- AMECO was honoured by Chile's National Security Council this year, earning awards across Categories B, C, D and E for achieving the lowest accident frequency rates in their respective categories. These recognitions spanned their operations at Minera Caserones (Category B), Minera Centinela (Category C), Minera Salvador and Minera Los Pelambres (Category D), and Minera Mantoverde, Minera Antucoya and Minera Zaldívar (Category E), underscoring AMECO's consistent excellence in workplace safety across its Chilean operations.

OHS Certifications

This year, AMECO aligned their recertification process with international standards ISO 9001, ISO 14001, and ISO 45001, for best practices in occupational health and safety (as well as quality and environmental management).

2025 Progress

A risk aversion program was implemented in Minera Los Pelambres, Andina Division, Sierra Gorda SCM, and Zaldívar Mine, targeting high-potential incidents and reinforcing proactive risk identification and control.

AMECO refocused their SGI – Salud Ocupacional, Medio Ambiente, Calidad (SSOMAC) strategy around 10 core elements, strengthening governance and standardization in the execution of the strategy across all operations. The ten elements are: (1) A Monthly Leadership Visit Program that reinforces safety culture and accountability through leadership safety walks, process verification, and role accountability reviews; (2) Legal and Client Requirements Compliance, identifying and managing all applicable corporate, contractual, and client-specific requirements; (3) Operational Control, standardizing field work through plans, procedures, daily management tools, and certification controls; (4) Training, Awareness and Recognition, covering mandatory and preventive training plus monthly SSOMAC awareness campaigns; (5) Occupational Health and Well-Being programs that prevent occupational illness and promote employee welfare; (6) Emergency Preparedness and Response, ensuring readiness across contracts and operations; (7) Continuous Improvement and Learning, with management-led investigation of high-potential incidents and corporate verification of lessons learned; (8) Contractor, Subcontractor and Supplier Management, including monthly compliance audits across the value chain; (9) Document Management, ensuring safety requirements are integrated and traceable across the business; and (10) SSOMAC Management Control, with monthly, quarterly, and annual reviews of performance indicators and objectives.

Governance was strengthened through visible leadership engagement, organizational-level accountability for corrective actions, and structured performance reviews, while standardization was achieved across work practices, operational controls, emergency management, and documented processes.

> Minera Zaldívar Project, Chile

Together, these 10 elements establish a comprehensive SSOMAC Governance Framework that promotes a strong safety culture, ensures legal and client compliance, standardizes risk management across all sites, enhances employee health and well-being, strengthens organizational resilience, drives continuous improvement, extends governance to contractors and suppliers, and improves transparency and oversight, supporting AMECO's commitment to operational excellence and alignment with international ESG principles.

The Incident Cause Analysis Method (ICAM) methodology was implemented for incident investigations, strengthening root cause analysis to allow for more effective corrective and preventive actions. AMECO improved their safety observation approach from Occupational Protective Systems (OPS) to Active Protection Systems (APS), and then to Planned Activity Leadership (PAL), driving greater behavioural safety and leadership engagement. They strengthened continuous improvement practices (preparedness and effective response capabilities) through simulation exercises for severe and fatal incidents.

Their digital reporting platform, Preventive Safety Observation (PSO) Program, was introduced to improve traceability, transparency, and timely decision-making in safety management. This web-based system enables employees and suppliers to actively participate in risk identification by reporting safety observations, and is available across all offices and operational sites to foster workforce engagement in managing health and safety risks. All reported observations are treated as formal findings and assigned to the respective Health and Safety Advisor for assessment, after which corrective and preventive actions are established, tracked, and verified to ensure timely resolution and continuous improvement. By strengthening operational risk management, promoting employee involvement, and enhancing accountability, the platform supports the organization's commitment to proactive safety governance and operational excellence.

Competency-Based Safety (CBS)

The Competency-Based Safety (CBS) Program was 100% implemented in projects carried out in Peru. In Chile, there were two contracts: Lomas Bayas and the Fenix Gold Project. For the Lomas Bayas Project, a professional psychologist supported the implementation of the CBS approach through interactive and experiential safety activities. This additional support was adopted as the project was nearing completion, and a standard CBS process typically requires at least one year or more for full implementation.

At the Fenix Gold Project, CBS was not implemented due to the nature of the contract. The client requested a focus exclusively on direct supervision and did not sponsor the implementation of the CBS program at that time.

For the Colombia site, CBS was not implemented as the Act Positive (Actúa Positivo) Program was in place. This program focuses on the immediate recognition of safe behaviours and remained active throughout the project. Actúa Positivo is part of the HSE (Health, Safety, and Environment) recognition standard. It promotes the recognition of workers' efforts to improve STRACON's occupational health and safety culture and is applied across STRACON's projects in Peru, Chile, and Colombia.

The Competency-Based Safety (CBS) Program was

100%

implemented at projects carried out in Peru.

For the Lomas Bayas Project, a professional psychologist supported the implementation of the

CBS

approach through interactive and experiential safety activities.

HEALTH, SAFETY, AND WELLNESS

DUMAS

Awards & Performance Recognition

- Completion of Health & Safety Excellence Program with the Workplace Safety and Insurance Board in Ontario. The program provided a cash return of $48,000.
- Timmins Maintenance Facility celebrated five years of a triple-zero safety record, and 10 years of no lost time. (Triple zero indicates zero fatalities, zero lost-time injuries, and zero recordable incidents.)
- One-year triple-zero safety record at McEwen Stock West Project, five-years triple-zero performance at Timmins Maintenance Facility.
- Torex El Limon passed 365 days with no lost-time injuries (LTI).
- Recognized for their Breast Cancer Prevention campaign.

2025 Progress

- Implemented the Aviation Safety Leadership in the Field (ALSC) program.

> Our team at Dumas' Kidd Creek project, Canada.Canada.

Looking Ahead

Key focus areas for the Group companies are shared below.

> Antamina Project, Peru

STRACON, STRACON Engineering, STRACON Tech

Targets related to LTI, TRI, and high-potential incidents have been defined for each company for 2025 and beyond, and our focus will be to design clear pathways to achieve these targets on time.

The development of an artificial intelligence-based predictive analytics system that leverages the health and safety data collected over the years aim to strengthen preventive management by enabling the early identification of patterns and risk factors associated with occupational accidents and diseases. The first phase will focus on analyzing occupational health data, with safety data and indicators to be incorporated in a later stage. Together, these efforts will provide a more comprehensive view that helps anticipate risks and enhance decision-making aimed at protecting people.

AMECO

As we look to the future, AMECO will continue strengthening a robust safety culture across all contracts and pursuing operational excellence through a Zero Incident culture. They will update their maintenance strategy with a sharpened focus on execution, and will work to consolidate their leadership in the provision of lifting services. Achieving these goals will require maintaining effective labour relations and union engagement, enhancing market position and competitiveness, and optimizing fleet management, utilization, and asset disposition.

At the same time, we see significant opportunities ahead to consolidate AMECO's leadership in the provision of lifting services. We intend to expand and consolidate their presence in the lifting services market, grow our market share, and establish strategic alliances with other crane service providers. From an ESG perspective, these priorities will support operational excellence, financial resilience, workforce engagement, responsible governance, and sustainable long-term value creation.

Dumas

Looking ahead, Dumas will continue to strengthen its safety culture and support employee well-being through the implementation of its Employee-Led Visible Felt Leadership (VFL) Program. Designed to foster greater frontline engagement and accountability, the program empowers leaders and employees to participate actively in verifying critical controls associated with Dumas' 11 Life-Saving Rules. By increasing the frequency and quality of safety interactions in the field, the initiative is expected to enhance hazard identification, support timely corrective actions, and reinforce shared responsibility for maintaining safe and healthy workplaces. Through visible leadership and workforce participation, Dumas aims to drive continuous improvement in safety performance across its operations.

Diversity, Equity & Inclusion (DEI)

Management Approach

Maintaining a diverse workforce is a key to organizational success, which we achieve through investing in equity and inclusion. We have policies in place to promote Diversity, Equity, and Inclusion (DEI), such as our Code of Ethics and Policy to Prevent and Sanction Sexual Harassment.

Programs and initiatives focused on DEI include:

- Female Workforce Model (MOF)—our plan to increase female representation
- An upskilling program—Women in AMECO—for female operators
- Corporate membership in Women in Mining (WIM) Peru
- Female-specific trainee programs
- Procurement initiatives for female-led businesses
- Diversity, Equity and Inclusion commitment plan at AMECO

We also monitor and evaluate our approach to DEI through tracking and measurement of performance targets (such as diversity of our workforce and ratio of pay between women and men).

Analysts Corner - GRI 405-1, 405-2, GRI 14.21.5

2025 Highlights

1:1 Ratio of the base salary of women to men

9% of total workforce is female

> Our employee Luz from the Fenix Gold Project, Chile

Why This Matters

A diverse, equitable, and inclusive workforce isn't just the right thing to do. It is a competitive advantage in an industry facing persistent talent shortages. Mining operations that reflect the communities they serve build stronger local relationships, reduce turnover, and tap into a wider talent pool. For STRACON Group, advancing DEI means strengthening our operational resilience: when we actively recruit and develop underrepresented groups (particularly women in technical and leadership roles), we expand our capacity to meet client needs and adapt to evolving project demands. Our progress on the Female Workforce Model and alignment with frameworks like Canada's Capital Accumulation Plan guidelines demonstrate that inclusive practices and sound governance go hand in hand, positioning us to attract both talent and partners who share our values.

For STRACON Group, advancing DEI means strengthening our operational resilience: when we actively recruit and develop underrepresented groups (particularly women in technical and leadership roles), we expand our capacity to meet client needs and adapt to evolving project demands.

DIVERSITY, EQUITY & INCLUSION (DEI)

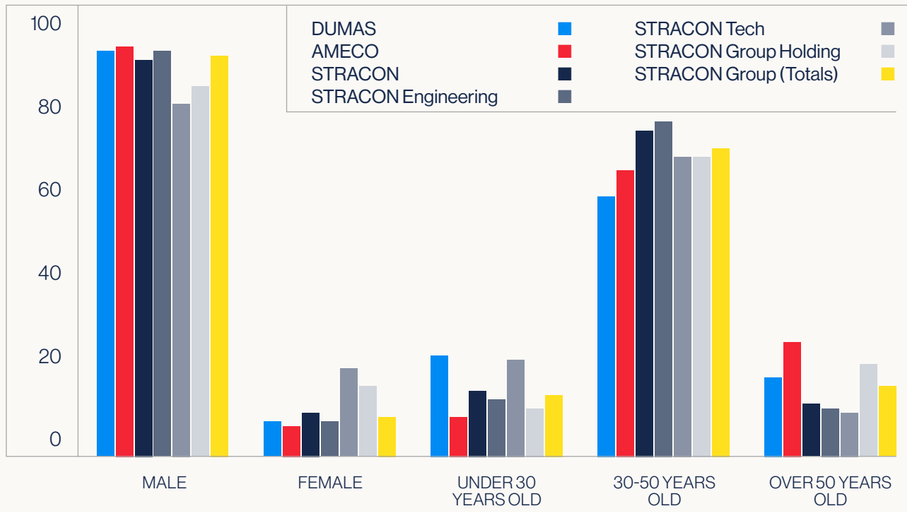
2025 Performance & Progress

STRACON Group

Women represented **9% of our workforce in 2025**, an **increase of two percentage points** from both 2023 and 2024. Although female participation across the mining sector has historically remained low, this progress reflects our commitment to fostering a more diverse and inclusive workplace and creating greater opportunities for women across our business.

> International Women's Day activity at Constancia Project, Peru

Diversity at STRACON Group Holding

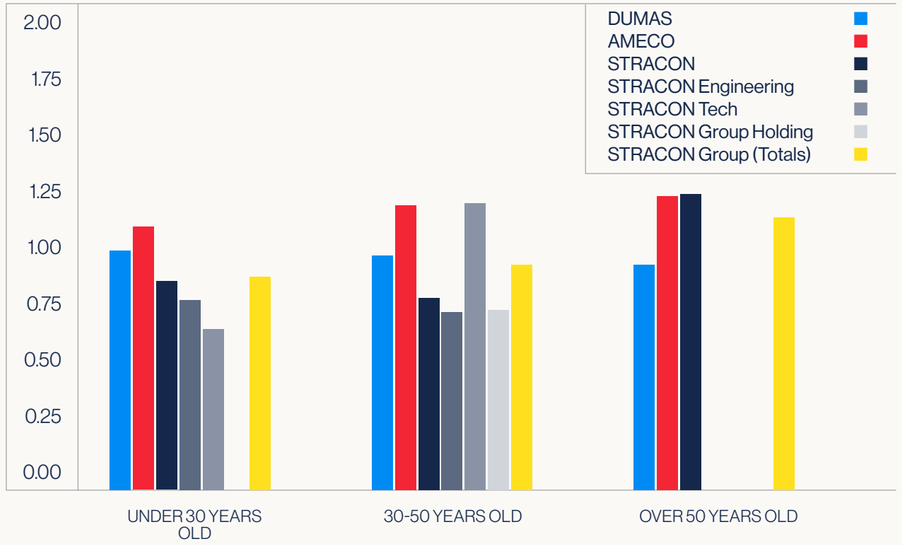


							STRACON Group (Totals)		
	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	2025	2024	2023[7]
Male	92%	93%	90%	92%	80%	84%	**91%**	**93%**	**93%**
Female	8%	7%	10%	8%	20%	16%	**9%**	**7%**	**7%**
Under 30 Years Old	23%	9%	15%	13%	22%	11%	**14%**	**16%**	**16%**
30-50 Years Old	59%	65%	74%	76%	68%	68%	**70%**	**69%**	**70%**
Over 50 Years Old	18%	26%	12%	11%	10%	21%	**16%**	**14%**	**14%**

7. STRACON Holdings (formed in 2024) and STRACON Engineering did not have a workforce in 2023.

DIVERSITY, EQUITY & INCLUSION (DEI)

Ratio of Base Salary Average, Women to Men



> Our team of women at Antamina Project, Peru

							STRACON Group (Totals)		
	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	2025	2024	2023
Under 30 Years Old	1.01	1.11	0.88	0.80	0.68	NA	**0.90**	**0.92**	**1.07**
30-50 Years Old	0.99	1.20	0.81	0.75	1.21	0.76	**0.95**	**1.13**	**0.97**
Over 50 Years Old	0.95	1.24	1.25	NA	NA	NA	**1.15**	**1.00**	**0.74**

DIVERSITY, EQUITY & INCLUSION (DEI)

STRACON STRACON Tech STRACON Engineering

During 2025, we implemented several skills development initiatives that encouraged female participation in technical and professional training programs. These included technical competency training for local employees, initiatives aimed at strengthening productive and entrepreneurial skills, and professional internship opportunities that promoted the participation of women and men from communities connected to our projects.

A key milestone was the comprehensive Training Program for Female Operators, developed with our client, Fenix Gold, in the Atacama Region, Chile. More detail can be found in the case study below.

Local Women's Group – Training Program for Female Operators, Fenix Gold Project, Chile

CASE STUDY:
Advancing Women's Participation in Mining with Operator Training Program

Promoting greater participation of women in the mining industry represents an opportunity to strengthen local talent and advance a more diverse and inclusive mining sector. With this objective, STRACON and our client, Fenix Gold, launched the Women Operator Training Program in the Atacama Region of Chile, aimed at enhancing female employability and creating professional development opportunities for women from local communities.

The program received a strong response, attracting approximately 1,300 applications. Thirty women were selected, 27 of whom successfully completed the first four-month phase of the training program. This phase included three stages: classroom-based instruction, simulator training, and hands-on practice in controlled operating circuits within the mine site, all carried out with the support and oversight of the Safety team. Combining 8,430 hours of theoretical and practical components with virtual reality technology, the program enabled participants to experience high-fidelity simulations in a safe environment, accelerating the learning process before operating equipment in the field.

The training curriculum integrated technical knowledge, heavy equipment operation training, and specialized mentoring, equipping participants with the skills and competencies required to perform safely and effectively in an operational mining environment. Upon completion, participants received certification from an Authorized Training Organization (OTEC) accredited by Chile's National Training and Employment Service (SENCE).

This was the first exclusive training program for female operators developed at the Fenix Gold Project and a pioneer initiative in the Atacama Region under high-altitude operating conditions (4,000 metres above sea level). As a result of integrating high-altitude safety as a central pillar of the training process, zero safety incidents were recorded throughout the program.

Results: The successful completion of the first phase represented an important milestone for the Atacama Region, contributing to the development of local capabilities and supporting greater female participation in the mining industry.

The program concluded in December 2025 with a graduation ceremony attended by representatives from Fenix Gold, local authorities, and STRACON. Fenix Gold noted that STRACON's previous experience in similar initiatives helped enhance coordination with local institutions, demonstrating the value of developing such programs through collaborative efforts.

Next Steps: To consolidate the competencies acquired and facilitate participants' integration into mining operations, the second phase of the program launched in 2026. This stage includes practical, field-based training involving groups of six operators over three-month periods, providing direct interaction with heavy equipment and greater exposure to real operating conditions. Once completed, the training will allow the 27 participants to move into equipment operation roles and support the development of their long-term careers in the mining industry.

The program received a strong response, attracting approximately

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women were selected

27
of whom successfully completed the first four-month phase of the training program.

DIVERSITY, EQUITY & INCLUSION (DEI)

AMECO SOUTH AMERICA

We have taken concrete, impact-driven steps to advance gender inclusion and build a more sustainable workforce in AMECO. In Copiapó (Chile), they trained three women in forklift operation, all of whom successfully graduated, directly contributing to increased female participation in operational roles traditionally underrepresented by women.

They implemented the Female Workforce Model (MOF) across AMSA contracts, achieving a significant milestone by increasing female representation to 10% within six months across their main operations. This reflects a measurable shift towards a more diverse and inclusive workforce. To sustain this progress, they conducted targeted recruitment initiatives through job fairs in Calama and Antofagasta, specifically focused on attracting and integrating women into the operations. They also launched a trainee program for an Operations Supervisor role at Centinela, creating a structured pathway to develop female talent and strengthen leadership diversity over the long term. These actions demonstrate our commitment to gender equity as a key pillar of sustainability: expanding opportunities, fostering inclusion, and building a more resilient and representative workforce for the future.

> Our Human Resources team members at a job fair in Peru

Looking Ahead

STRACON

We will continue progressing inclusive learning environments where women and men have opportunities to develop technical and professional skills, helping to strengthen local talent and support a more diverse workforce.

CH. 5

Social Impact

- Community Relations
- Community Development
- Local Employment and Procurement

Social Impact

Management Approach

STRACON Group has policies in place to plan, measure and manage our social impact, such as our Social Responsibility Policy and Sustainability Policy.

A number of STRACON Group programs and initiatives focus on social impact management, including:

- Company-level social policies and integrated management systems
- Company-specific Social Management Plans
- STRACON Group's grievance and complaint mechanisms for managing community-related matters
- Partnerships and agreements with local communities and local civic society

Why This Matters

As a service provider operating across the mining sector in North, Central, and South America, our influence reaches beyond the boundaries of any single project site. The initiatives advanced in 2025 reflect a deliberate choice to convert that influence into lasting value for the communities, workers, and partners with whom we work. Strengthening ethical conduct through the unified STRACON Group Ethics Line (page 72) safeguards the trust placed in us by employees, clients, suppliers, and communities alike. Preserving local culture, expanding access to skilled employment for women, opening professional pathways for local interns and graduates, and channelling business to local providers all share a common purpose: to build resilient local economies and ensure that the people closest to our projects are also the first to benefit from them. Even our environmental advances, such as the new water-management and dust-control technologies at Pampa Cachendo, are inseparable from this commitment, protecting the scarce resources on which neighbouring communities depend. Taken together, these efforts affirm that social responsibility is not a peripheral obligation but a defining part of who we are and a fundamental driver of how we create shared, long-term value.

< Social Responsibility Activity at Educational Institution, Antamina Project, Peru

Preserving local culture, expanding access to skilled employment for women, opening professional pathways for local interns and graduates, and channelling business to local providers all share a common purpose: to build resilient local economies and ensure that the people closest to our projects are also the first to benefit from them.

Community Relations

Management Approach

Our STRACON Group strategies ensure we engage meaningfully with the communities surrounding our projects and build strong relationships as a vital part of the value we deliver. We have policies in place to foster strong relationships with local communities, such as our Social Responsibility Policy and Sustainability Policy, and company-specific Social Management Plans.

Programs and initiatives focused on community relations include:

- Participation in local holidays and events
- Engagement in local educational institutions
- Cultural initiatives
- Grievance mechanisms for managing community issues
- Agreements signed with local Indigenous communities

We monitor and evaluate our approach to community relations through community engagement and the grievance mechanisms, as well as surveys, direct engagement, and informal communications.

Analysts Corner - GRI 14.10.2

2025 Highlights

- Launched our grievance program called STRACON Group Ethics Line (page 76)
- Launched a partnership between Dumas and Mattagami First Nation to develop "Aki-Dumas Inc" to advance Indigenous participation and employment in the mining sector.

> Dumas team together with members of Mattagami First Nation and Galleon Gold during a tour of the Timmins Maintenance Facility

Why This Matters

Community relations are fundamentally a risk management discipline. Without it, projects risk facing delays, injunctions, reputational damage, and the loss of social licence to operate—consequences that directly threaten project viability and client investment. As a contractor rather than an owner, STRACON occupies a unique position: our ability to build and maintain trust with local communities directly strengthens the operating environment on which our clients depend. AMECO's community outreach in Chile, and Dumas's benefit agreements with Métis, First Nations, and Cree communities across Canada, are operational safeguards that keep projects moving, regulators satisfied, and communities invested in success rather than opposition.

< Social Responsibility Activity at Educational Institution, Antamina Project, Peru

COMMUNITY RELATIONS

2025 Performance & Progress

STRACON Group

STRACON Group Ethics Line – STRACON Group's Grievance Program
At STRACON Group Holding, we lead our business with fairness, transparency, and integrity. This commitment is made to our employees, clients, suppliers, communities, and society at large. As part of this support, we provide a grievance program called STRACON Group Ethics Line.

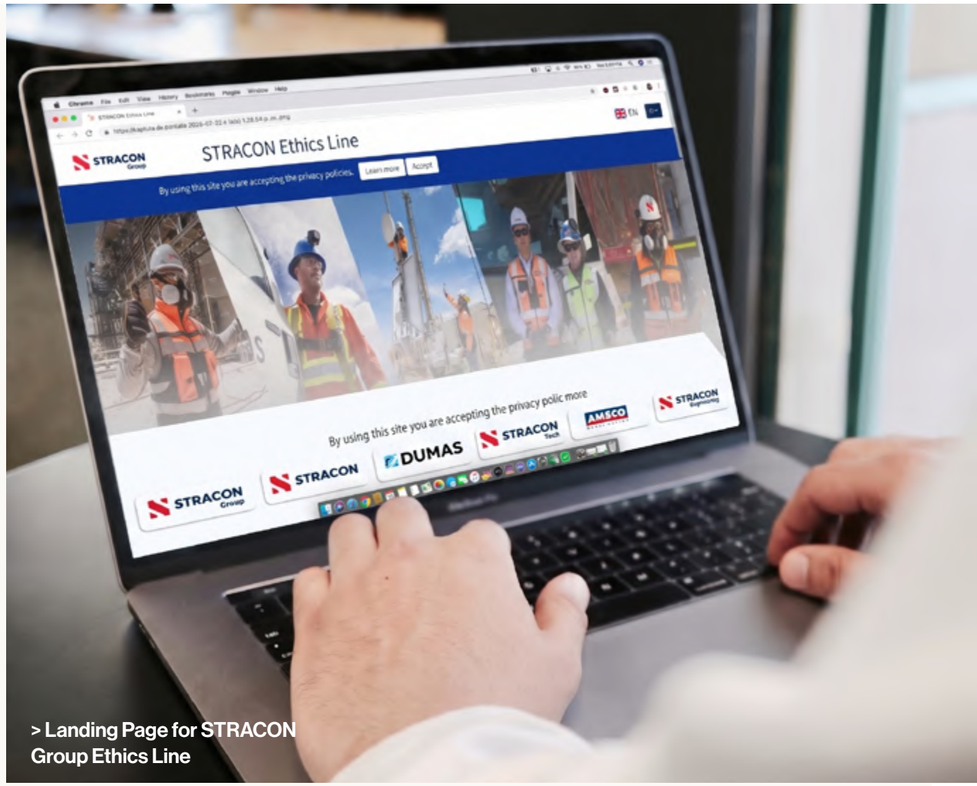
What is STRACON Group Ethics Line?
STRACON Group Ethics Line is a platform set up and facilitated by global consulting firm KPMG through which STRACON Group employees, clients, suppliers, and third parties can confidentially report suspected cases of unethical conduct, violation of laws, regulations, or internal policies. The channels that make up STRACON Group Ethics Line include email, website, WhatsApp, phone, and voicemail.

How does STRACON Group Ethics Line work?
KPMG receives, records, and confidentially classifies all reports, which are then forwarded to our Ethics Committee. All reports may be submitted anonymously, with the option for the person reporting to provide additional details, if desired.

Other reporting channels:
Toll-free phone lines:
- **Chile:** 800-000-158
- **Peru:** 0800-0-0795
- **Mexico:** 800-123-3284
- **Colombia:** 0180-0752-2260
- **Canada:** 1-800-770-0946

Phone line service hours are 9:00 AM to 6:00 PM (GMT-3). A voicemail option is available outside of these hours.

- **Email:** denunciasstraconteescucha@kpmg.com.ar
- **Mailing address:** KPMG – STRACON Group Ethics Line, KPMG Offices, Av. Javier Prado Este 444, San Isidro – Lima



> Landing Page for STRACON Group Ethics Line

At STRACON Group Holding, we lead our business with fairness, transparency, and integrity. This commitment is made to our employees, clients, suppliers, communities, and society at large. As part of this support, we provide a grievance program called STRACON Group Ethics Line.

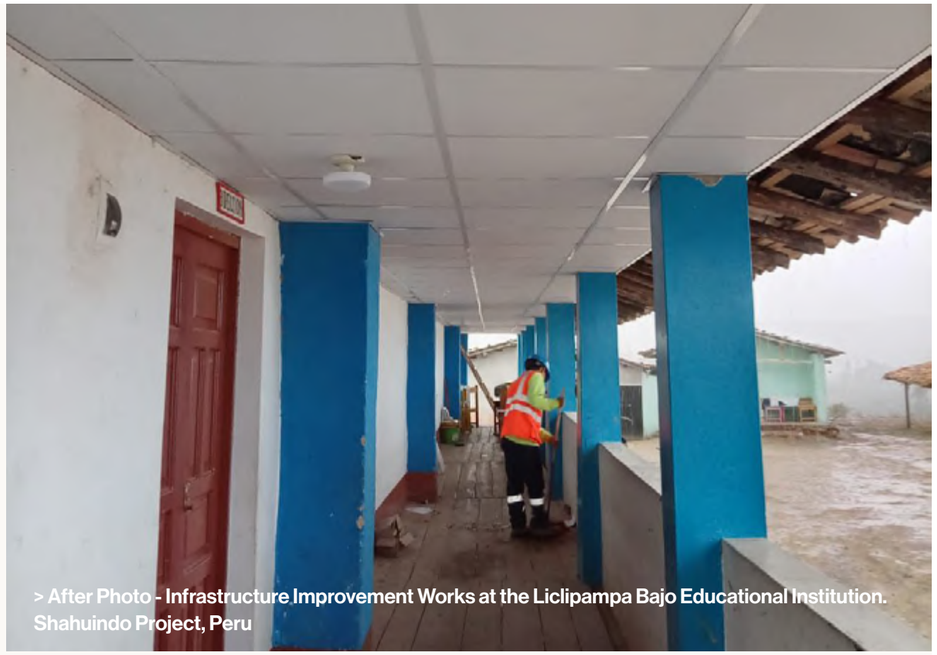
COMMUNITY RELATIONS

STRACON Engineering STRACON

In 2025, we continued to work closely with our clients to align our community engagement activities with their sustainability commitments and objectives. Through regular dialogue, feedback, and collaboration, we adapted our Corporate Social Responsibility Program plans to reflect the unique social context of each project and the evolving needs of our clients.

Open communication and trusted relationships with communities are fundamental to building strong, long-term partnerships. By listening, engaging early, and maintaining open communication, we are able to identify potential challenges, proactively manage risks, and respond to stakeholder concerns in a timely and effective manner.

> Before Photo



> After Photo - Infrastructure Improvement Works at the Liclipampa Bajo Educational Institution. Shahuindo Project, Peru

> Community Women's Workshop on Safety Vest Production. Constancia Project, Peru

> Photo of the Official Handover of the Infrastructure Improvement Works. Shahuindo Project, Peru

COMMUNITY RELATIONS

AMECO SOUTH AMERICA

Guardians of Safety—Codelco Salvador: In December 2025, AMECO participated in the city's Christmas celebration with a prominent parade float themed Guardians of Safety. This initiative allowed us to promote a culture of safety beyond our operations, engaging with the community in a meaningful and visible way.

Hogar Belén Initiative: On December 17, 2025, employees from their Head Office in Lima visited Hogar Belén, part of the San Felipe Diocese, to deliver Christmas gifts donated by AMECO. The AMECO team shared a breakfast and quality time with the girls at the residence, reinforcing our commitment to community care and human connection.

Community Engagement in Chañaral: Also in December 2025, Jorge Riveros, Contract Administrator at Mantoverde, together with his team, organized a community activity with Diego Portales Palazuelos School in the city of Chañaral. The team spent the morning with students, enjoying refreshments and strengthening our relationship with the local community, contributing to meaningful experiences for those who need it most.

Support to Firefighters—AMECO Chile Donation: On October 24 and 25, 2025, the first High-Rise Firefighting Workshop in the Atacama Region was held, organized by the Third Company of the Copiapó Fire Department. The training was delivered by experienced instructors and firefighters from San Bernardo, including Nicolás Quinteros, AMECO Chile's Safety Coordinator and SGI, Salud Ocupacional, Medio Ambiente,Calidad (SSOMAC) team member. The workshop brought together 40 firefighters and eight instructors. In support of this initiative, AMECO Chile donated 200 half-litre bottles of water (100 litres total), contributing to the well-being of participants during this critical training.

DUMAS

In 2025, Dumas formed a partnership with the Mattagami First Nations to form Aki Dumas Inc. This partnership represents our shared goal of advancing Indigenous participation in the mining sector while creating meaningful employment and long-term economic opportunities for local Indigenous communities. The agreement was signed in June in Timmins, Ontario, representing an important advance for mining in the Mattagami territory. The partnership had been developed carefully over the previous year, and is intended to support a long and sustainable future.

Beyond the formation of Aki Dumas Inc., Dumas maintained an active presence across its host communities in Canada throughout 2025, with a particular focus on strengthening relationships with First Nations, Métis, and Cree communities in the Timmins region. We supported cultural engagement through sponsorship of the Mattagami First Nation Business Community Working Luncheon, hosted with the Timmins Chamber of Commerce, and the Métis Nation Christmas Celebration, which brought gifts and holiday spirit to local families. Education and youth development were central to our efforts: we sponsored Mattagami First Nation's Anangokaa Science and Technology Festival, contributed to student scholarships through the WABUN Tribal Council and Mattagami First Nation golf tournaments and the Collège Boréal Graduation Bursary, and supported career pathways at the Lac Seul First Nation Career Fair.

We also invested in community safety and essential services—donating a storage container for the Snow Lake community's forest-fire-fighting equipment, supporting the Foleyet Community Fire Department, providing safety vests for Porcupine Ski Runners volunteers, and contributing to the Good Samaritan Inn homeless shelter—while promoting recreation and environmental stewardship through our sponsorship of the Timmins Rock junior hockey team, the Kamiskotia Ski Hill golf tournament, and Ducks Unlimited's wetland conservation work. Together, these initiatives reflect Dumas's ongoing commitment to the well-being, safety, and long-term development of the communities in which we operate.

COMMUNITY RELATIONS

Looking Ahead

In 2026, we will continue strengthening our approach to social responsibility by investing in initiatives that create sustainable benefits for the communities and stakeholders connected to our projects. Our focus will be on building local skills, creating opportunities, and supporting long-term community development.

Our priorities include strengthening personnel recruitment through a gender-inclusive approach, promoting employee development based on performance, and continuing to support infrastructure improvements in healthcare facilities and educational institutions.

We will also continue strengthening our social responsibility governance through the Social Responsibility Committee (STRACON) which meets quarterly to review progress, identify opportunities for improvement, and help guide the implementation of sustainable initiatives.

Across our projects, we will continue supporting programs that build skills and create opportunities, including training for women operators, specialized technical courses, and trainee programs for people living in the areas surrounding our operations. By tailoring these initiatives to local needs, we aim to strengthen local talent while contributing to lasting, positive outcomes for our communities.

> Equipment Operator, Quellaveco Project, Peru

> Volunteer Activity with Ronald McDonald House Charities Peru

Community Development

Management Approach

Developing strong communities beyond the mine site is a key driver of project success and community resiliency after mine closure. We have created policies to promote community development, such as our Social Responsibility Policy and Sustainability Policy, and company-specific Social Management Plans.

Because the Corporate Social Responsibility Program of STRACON Group Holding is closely linked to our core business, we are uniquely positioned to convert our civil works capabilities, in coordination with our clients, into shared benefits for the public and private institutions on which our communities depend. Examples include upgrading healthcare centres and renovating rural school classrooms and kitchens to building local production capacity such as the alpaca hat factory that strengthened a 40-producer value chain. These efforts are deliberately directed towards communities facing marginalization and extreme poverty, with limited access to basic services, where our involvement can make the most meaningful difference. Initiatives such as AMECO's participation in Antofagasta Minerals' Suppliers for a Better Future program extend this commitment further, raising standards in local development, sustainability, and inclusion, while advancing concrete goals such as increasing female hiring and local sourcing of goods and services. Taken together, this integrated approach helps our clients build and maintain community trust, a key factor in securing long-term social support for their projects, while affirming our own role in building stronger, more sustainable communities.

Analysts Corner - GRI 203-1, 203-2

Programs and initiatives focused on community development include:

- Educational programs and initiatives, including professional training and upskilling
- Investment in infrastructure projects
- Support for local civic organizations, such as health care and emergency response organizations
- Philanthropic activities with local organizations

2025 Highlights

USD 809,485
invested in community development initiatives

100%
implementation of Social Responsibility Programs across STRACON Group projects

> After Photo - Infrastructure Improvements at the Chuquibamba Health Post, Shahuindo Project, Peru

> Before Photo

Why This Matters

We view community development as a strategic driver of long-term project success and a vital part of the value we bring to our clients. The infrastructure and development work undertaken in 2025 reflects a core conviction that thriving, resilient communities are essential to the sustainability and social acceptance of mining operations. Community development is not typically expected of contractors, but when service providers contribute to it, it signals that commitment to community well-being runs through the entire project (not only its owners), and it reduces the risk of conduct along the supply chain undermining relationships that the mining company has put effort into building. Unaddressed community grievances are among the most significant sources of project disruption, delay, and reputational risk in the extractives sector. Proactive investment in community development reduces that exposure by creating shared interests between operations and the people who live alongside them.

COMMUNITY DEVELOPMENT

2025 Performance & Progress

STRACON Group

Our objective is to support communities, many of which face marginalization and extreme poverty with limited access to basic services. Through these efforts, we aim to foster growth and create a positive, sustainable impact.

Community Infrastructure Development
Our Corporate Social Responsibility Program is closely connected to our core business, enabling us to leverage our technical expertise to deliver infrastructure improvement initiatives in partnership with our clients and civil works teams. These projects create shared value for communities and have included improvements to healthcare centres and classroom renovations, among other initiatives. Examples of these projects can be found in our 2024 Sustainability Report.

In addition to supporting community infrastructure, we recognize the importance of preserving and celebrating local culture, as described below.

COMMUNITY DEVELOPMENT

STRACON | STRACON Tech | STRACON Engineering

A heartfelt community initiative in our Antamina Project in Peru brought together local stories and legends in a book created as an educational resource. The project helps preserve and celebrate local culture and traditions for future generations. Learn more in the case study to the right.

CASE STUDY:
The Magic of the Andes of San Marcos
A Collection of Stories from the Antamina Project, Peru (STRACON and STRACON Engineering)

In 2023, a contest took place at the Antamina Project for stories that drew inspiration from the local culture, traditions, and identity. In 2024, additional stories were received, and in 2025, the final selection of 30 stories and legends written by STRACON employees was compiled into a book, The Magic of the Andes of San Marcos. It is intended to be an educational resource to promote and preserve local culture and traditions. One thousand copies were printed, with editorial formalities being completed with the National Library of Peru to comply with current regulations.

The back cover of the book speaks of the importance of keeping these stories alive and reads as follows:

"The purpose of this publication is to preserve and share the oral traditions of the communities in the San Marcos district, Huari province, Ancash region. These stories, passed down from generation to generation, are a valuable reflection of local beliefs, knowledge, and teachings that are at risk of being lost in today's modern world.

For this reason, we encouraged our local STRACON workers from the Antamina Project to participate in a story collection process, aiming to document, preserve, and transmit these narratives as a legacy for future generations. This social responsibility initiative was carried out by STRACON and STRACON Engineering."

The book launch included participating authors, community representatives, local suppliers, and teachers from the educational institution involved in the project and emphasized the importance of fostering reading habits as a tool for personal, educational, and community development.

The book received positive feedback from the local community, and will be distributed to several local schools and libraries to support the preservation of local cultural heritage.

> Book Launch and Distribution of The Magic of the Andes of San Marcos

Looking Ahead

In 2026, we will continue strengthening our social responsibility approach by investing in employment opportunities and developing local talent in the communities where we operate. Our focus is on helping people build the skills needed to build rewarding careers while supporting the evolving needs of the mining and construction sectors.

Key initiatives will include technical training and professional development programs, including initiatives focused on women for roles such as roller operators, geosynthetics technicians, and heavy equipment operators, including haul truck and backhoe operators. We will also continue supporting employee development through recategorization programs that recognize capability and create opportunities for career progression for civil construction personnel.

In addition, we will implement training programs with a social development focus, including our Local Talent Development Plan, which prepares trainees from communities connected to our projects for future employment opportunities.

Together, these initiatives help strengthen local skills, expand employment opportunities, and create lasting benefits for the individuals and communities connected to our projects.

> Women's Team at the Antamina Project, Peru

Local Employment and Procurement[8]

Management Approach

Local employment and procurement are at the core of our operational strategy. They are critical drivers of economic growth in the communities where we work. STRACON Group Holding has policies in place to promote local hiring and procurement, such as our Social Responsibility Policy and Sustainability Policy.

Programs and initiatives focused on local hiring and procurement include:

- Unskilled labour hiring programs
- Partnerships with local higher education institutions
- Partnerships and agreements with local communities
- Preference to local providers in certain sourcing agreements

We monitor and evaluate our approach to community development through tracking data such as local employment and procurement figures.

2025 Highlights[9]

25% of our workforce is hired locally from the communities where we operate

54% of senior management at our companies is hired from the local communities

21% of our procurement spend is paid to local suppliers

Why This Matters

Local employment and procurement are among the most direct ways a mining operation can create value for the communities where it is hosted. When people from surrounding communities are hired, trained, and retained, project presence translates into lasting economic opportunity rather than temporary disruption. Sourcing goods and services locally ensures spending circulates within regional economies, building business capacity and livelihoods that persist long after a project concludes. These practices also strengthen the social licence to operate by demonstrating that the project's success is shared with, not extracted from, the communities involved. For STRACON, local hiring and procurement are a measurable indicator of whether community relationships are genuinely working.

Analysts Corner - GRI 204-1, 202-2

8. "Local community" is defined by each client in conjunction with the description in the Environmental Impact Study (EIA) and/or the Modification of the Environmental Impact Study (MEIA). For a full definition of "local" for each of the companies, see the Data Book, Tab 10 Social Impact.
9. For the definitions of "local" for each of our operations, please see the Data Book accompanying this report.

LOCAL EMPLOYMENT AND PROCUREMENT

2025 Performance & Progress

STRACON Group

Total # Local Community Hires 2025
1,714

Total % Local Community Hires 2025
25%

Total % Local Suppliers 2025
51%

Local Employment Data for 2025[10]

							STRACON Group (Totals)		
	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	2025	2024	2023
Total # Local Community Hires	139	453	1343	76	15	13	1714	1,694	1767
Total % Local Community Hires	17%	33%	28%	12%	18%	68%	25%	18%	31%

Local Procurement Data for 2025[11]

							STRACON Group (Totals)	
	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	2025	2024
Total % Local Suppliers	55%	18%	59%	66%	8%	71%	51%	23%

10. "Local community" is defined by each client in conjunction with the description in the Environmental Impact Study (EIA) and/or the Modification of the Environmental Impact Study (MEIA). For a full definition of "local" for each of the companies, see the Data Book, Tab 10 Social Impact.
11. "Local community" is defined by each client in conjunction with the description in the Environmental Impact Study (EIA) and/or the Modification of the Environmental Impact Study (MEIA). For a full definition of "local" for each of the companies, see the Data Book, Tab 10 Social Impact.

LOCAL EMPLOYMENT AND PROCUREMENT

STRACON STRACON Engineering

100% of the activities outlined in our Social Responsibility Plan, aligned with client requirements, were completed.

30 social responsibility activities and initiatives were carried out across STRACON, STRACON Engineering, and STRACON Tech during 2025.

100% compliance with the Social Management Plans across all projects.

Achievement of our objective to hire all unskilled labour[12] from communities neighbouring the projects.

> Local Women's Group – Training Program for Female Operators, Fenix Gold Project, Chile

Training Local Women in the Atacama Region

The Comprehensive Women Operators Training Program, led by our client, Fenix Gold, in partnership with STRACON, was implemented during the second half of 2025 and concluded with the certification of 27 women from the Atacama Region, strengthening female employability in the mining industry. The initiative received over 1,300 applications, from which 30 participants were selected, and 27 successfully completed the full program, including theoretical training, simulator-based exercises, and hands-on machinery operation.

The program provided participants with theoretical instruction, practical training on simulators, and real-world operation of CAT machinery, alongside technical support and Organismos Técnicos de Capacitacion (OTEC) certification. During the practical phase, participants received meals and transportation, following a 5x2 schedule at the Fenix Gold Camp and in Copiapó for the theoretical sessions.

The completion of this program represents a regional milestone in promoting a more inclusive, equitable, and locally focused mining sector.

Internships with the Pampa Cachendo Project (Peru)

To promote professional development and employability within the local community, STRACON offered internships to four local participants, both men and women, across the areas of Administration, Safety, Operations, and Quality. The program included an initial three-month period designed to provide an intensive professional experience for the interns.

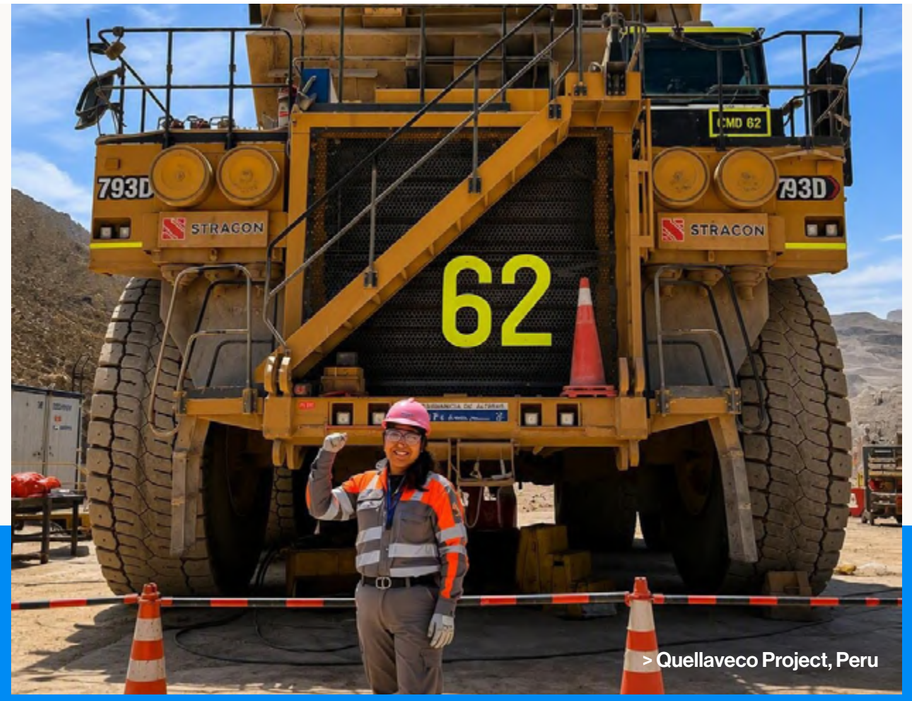
As of March 2026, two interns have successfully continued with the company, marking significant professional progress. Additionally, one intern remains actively engaged in the Quality area, continuing their practical training.

> Recognition of Local Interns, Pampa Cachendo Project, Peru

12. "Unskilled labour" refers to persons without prior experience and who possess no formal finalized technical training and are hired for support roles such as general labourers, assistants, and flaggers, among others. As part of our commitment to local employment, 100% of unskilled labour positions are filled by people from the communities surrounding our projects. These roles represent approximately 10% of total project workforce recruitment.

LOCAL EMPLOYMENT AND PROCUREMENT

In 2024, we collaborated with the Luis E. Valcárcel Public Technological Higher Education Institute (IESTP) to develop a complementary training program for graduates of the Civil Construction Program. The program focused on mining, construction processes, and surveying, with the objective of enhancing participants' employability within the mining sector. Read more in the case study below.



> Quellaveco Project, Peru

CASE STUDY:
Continuation of the 2024 Educational Training Agreement with the IESTP in Peru

In 2024, STRACON Group collaborated with the Luis E. Valcárcel Public Technological Higher Education Institute (IESTP) to develop a complementary training program for graduates of their Civil Construction Program. The training program focused on mining, construction processes, and surveying, with the objective of enhancing opportunities for participants within the mining sector.

In 2025, top-performing students from this training program were hired as Mining Assistants. Six program graduates were offered the position, 5 were hired (2 women and 3 men). The group was evenly balanced with three women and three men. During the internship period, some extensions of the hiring terms were implemented to optimize the training experience. Ultimately, two of them are still employed by STRACON, they are both hired as staff, marking a successful transition from training to professional employment.

> Graduates of the Complementary Training Program with the IESTP Institute

CH. 6

Economic Sustainability

Economic Sustainability

Management Approach

Economic sustainability underpins STRACON Group Holding's long-term success, supporting our resilience and ability to grow in an evolving and highly competitive mining sector. As a leading service provider and operator, we recognize that strong economic performance not only drives our own success but also creates value for the employees, clients, communities, suppliers, and investors who depend on our continued performance. Our policies such as our Social Responsibility Policy and Sustainability Policy, help to foster economic sustainability by guiding our decision-making when needed.

Programs and initiatives focused on promoting economic sustainability include:

- Partnerships and agreements with local communities
- Pay and benefits programs to ensure competitive pay and living wages
- Programs for hiring and promoting local employees for management roles
- Promoting the upskilling, training and hiring of local employees and suppliers, as described in the Local Employment and Procurement section of this report.

We monitor and evaluate our approach to community development through tracking data such as local employment and procurement figures, and comparison of our average pay to local standards and minimum pay.

Analysts Corner - GRI 202-1, GRI 14

2025 Highlights

3.63 times the minimum wage is the average entry-level wage offered across our operations

22 sustainable development initiatives were carried out during 2025

Why This Matters

Economic sustainability is the foundation on which everything becomes possible for STRACON Group Holding. Without financial resilience and disciplined growth, our ability to invest in safety, support local communities, develop local talent, and drive environmental improvements, is limited. As a service provider operating across complex and competitive mining environments, our economic performance is not separate from our sustainability commitments; it enables them. When we operate efficiently, manage risk well, and maintain the trust of our clients and partners, we create the stable platform from which lasting social and environmental value can be built.

As a leading service provider and operator, we recognize that strong economic performance not only drives our own success but also creates value for the employees, clients, communities, suppliers, and investors who depend on our continued performance.

2025 Performance & Progress

STRACON Group

STRACON was recognized by CORPROA in 2025 for our Contribution to Economic Development, honouring the company's role in advancing the economic and social development of Chile's Atacama region through our operations at the Fenix Gold project.

Ratios of Standard Entry-Level Wage by Gender Compared to Local Minimum Wage (2025)

	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	STRACON Group (Totals)
Entry-Level Wage Compared to Local Minimum Wage - Male	531%	100%	159%	222%	222%	774%	**363%**
Entry-Level Wage Compared to Local Minimum Wage - Female	531%	100%	159%	177%	248%	797%	**363%**

Proportion of Senior Management Hired From the Local Community in 2025[13]

	DUMAS	AMECO	STRACON	STRACON Engineering	STRACON Tech	STRACON Group Holding	STRACON Group (Totals)	
							2025	2024
Employees at Senior Management Level Hired from Local Community	90%	100%	34%	60%	14%	82%	**54%**	**86%**

13. "Local community" is defined by each client in conjunction with the description in the Environmental Impact Study (EIA) and/or the Modification of the Environmental Impact Study (MEIA). Dumas figures represent an average between the data from Mexico and Canada.

CH. 7

Environmental Impact Management

- Climate Change
- Waste Management
- Water Stewardship
- Biodiversity

Environmental Impact Management

Management Approach

At STRACON Group Holding, we strive to reduce our environmental footprint and manage our impacts responsibly wherever we operate. Guided by our Sustainability Policy, we apply internationally recognized environmental standards while tailoring our approach to local regulatory requirements and ecological conditions. We have policies in place to plan, measure and manage our environmental impact, such as our Social Responsibility Policy and Sustainability Policy.

Various STRACON Group programs and initiatives focus on environmental impact management, including:

- Company-level environmental policies and integrated management systems
- Alignment with international standards ISO 14001 and ISO 9001, corresponding to environmental management and quality management respectively
- Energy and emissions management programs
- Employee awareness campaigns, such as STRACON's Carbon Footprint survey
- AMECO's Environmental Plan, defining clear priorities, targets, and actions to strengthen their environmental performance and align with corporate sustainability objectives
- Partnerships with clients to ensure alignment of environmental impact management efforts and targets

We also monitor and evaluate our approach to community development by analyzing environmental performance indicators such as solid waste, water consumption, hydrocarbons, electricity usage, and CO_2 emissions.

2025 Highlights

Environmental Performance Recognition at the

Quellaveco project

Best Environmental Performance at the

Constancia project

Why This Matters

Our environmental commitments are embedded in our day-to-day operations, from how we manage risks to how we measure our performance. For example, by formally incorporating updates into our policies and cascading those commitments through the documents that govern daily decision-making, we ensure that responsible resource use and impact reduction are built into our systems. The recognition we received from clients and Peru's Ministry of the Environment (MINAM) demonstrate that our efforts are creating tangible results and reinforces the importance of strong environmental governance, transparency, and continuous improvement.

Analysts Corner - GRI 101-1, 101-2

2025 Performance & Progress

Continuation of the Trainee Program

We updated our Integrated Management Systems Policy to include a specific commitment related to environmental stewardship and the responsible use of natural resources, worded as follows:

"To promote the responsible use of natural resources, as well as to mitigate negative environmental impacts and/or generate positive impacts within our area of influence resulting from STRACON's activities, thereby contributing to climate change mitigation."

The Policy was also updated to include a commitment to climate change. Other documents that have also been updated to incorporate climate change mitigation include: the Risk and Opportunities Matrix; Strength, Weakness, Opportunity and Threats (SWOT) Matrix; Stakeholder Matrix, Baseline IPERC, Environmental Aspects Matrices, and Emergency Plan, among others.

Performance Recognition

- Best Environmental Performance Recognition at the Quellaveco project, awarded at the Eco Huella Fair by our client Anglo American
- Awarded first and second place in April and November 2025 by our client Hudbay for Best Environmental Performance at the Constancia project
- STRACON successfully obtained our First Star of the Huella de Carbono Perú Program for carbon footprint measurement from the Ministry of the Environment of Peru (MINAM), awarded on February 8, 2026 for the work undertaken in 2024, formally recognizing our greenhouse gas (GHG) emissions, and completed in 2025.

> Tailings Dam, Costancia Project, Peru

> Quellaveco Project, Peru

> Evento Anual de Reconocimiento STRACON

Climate Change

Management Approach

Guided by our Sustainability Policy, we are continuing to quantify and account for emissions throughout our operations. We have policies in place to plan, measure and manage our climate-related impact.

Various STRACON Group programs and initiatives focus on climate change and energy impact management, including:

- Company-level environmental policies and integrated management systems
- Alignment with international standards ISO 14001 and ISO 9001, corresponding to environmental management and quality management respectively
- Energy and emissions management programs
- Employee awareness campaigns, such as STRACON's Carbon Footprint survey
- AMECO's Environmental Plan, defining clear priorities, targets, and actions to strengthen their environmental performance and align with corporate sustainability objectives

2025 Highlights

- Updated the Integrated Management Systems Policy to reflect our commitments to climate change mitigation
- Launched a Carbon Footprint survey for our employees to assess the impact of staff transportation (Scope 3 emissions)

Why This Matters

For a service provider in the mining sector, credible climate action begins with measurement in order to understand what the numbers tell us about our emissions. The relationship between climate change and the mining industry is complex and deeply interconnected: mining operations are a significant source of greenhouse gas emissions, yet the industry is also increasingly exposed to the effects of climate change, from extreme weather and water scarcity to evolving regulatory pressures. In this context, understanding our own footprint is not a formality but a prerequisite for managing it. Without a clear, standardized accounting of the greenhouse gases we generate directly and indirectly, any commitment to reduce our impact would rest on assumption rather than fact. Measurement establishes the baseline against which future progress must be demonstrated, makes that progress verifiable rather than asserted, and reveals where emissions actually originate. As a key service provider, we play an active role in supporting our clients by reducing climate-related impacts across our shared operations, and a disciplined, evidence-based approach to measurement is what allows us to strengthen operational resilience, set credible targets, and meet the rising expectations of stakeholders who increasingly judge the sector by what it can demonstrate rather than what it claims.

Analysts Corner - GRI 305-5, SASB EM-MM-110a.2

2025 Performance & Progress

STRACON | STRACON Tech | STRACON Engineering

In 2025, we initiated the process to obtain the First Star of the Huella de Carbono Perú Program, granted by the Ministry of the Environment (MINAM). The first step in this process involves calculating the carbon footprint. To do this, we needed to determine the amount of greenhouse gas (GHG) emissions generated and absorbed, both directly and indirectly, by our organization—providing a clear understanding of the emissions produced over a defined period.

This process involves registering the organization on the official platform, defining organizational and operational boundaries—including both direct and indirect emissions—and quantifying the carbon footprint for a selected base year using the system's tool. It is important to highlight that the platform aligns with internationally recognized standards, primarily the Peruvian Technical Standard ISO 14064-1:2016 and the GHG Protocol Corporate Standard.

Subsequently, the information is reported through the established formats and submitted for validation by the Ministry of Environment, Peru (MINAM). Upon successful verification, we received in February 2026 the Huella de Carbono Perú diploma granted by the Ministry of the Environment, with the recognition *"Huella de Carbono Perú – Level 1: For calculating Greenhouse Gas emissions using the Huella de Carbono Perú tool."* This achievement reinforces our initial commitment to measuring and managing our climate impact.

As part of this process, in September 2025 we launched a Carbon Footprint survey for our employees to assess the impact of staff transportation (Scope 3 emissions). The information collected enabled us to evaluate the benefits of hybrid work in reducing emissions, promote the use of more sustainable transportation alternatives, and identify new opportunities to improve our environmental management.

As a reference, achieving the subsequent levels in the Huella de Carbono Perú Program entails progressively higher commitments, as outlined below:

- 2 stars (Verification): Verify results through an accredited entity, such as under ISO 14064 standards
- 3 stars (Reduction): Demonstrate a reduction in emissions compared to the base year
- 4 stars (Neutralization): Participate in projects that fully offset emissions (e.g., carbon credits, forest conservation)

In 2025, an interactive dashboard developed in Power BI was implemented to monitor and analyze environmental performance indicators. This tool consolidates the organization's key environmental performance metrics into a single, integrated view. Through this reporting platform, named SSOMA Report, STRACON, STRACON Tech, STRACON Engineering, and STRACON Group Holding report various safety, occupational health, and environmental indicators. The tool enables the consolidation and real-time visualization of data related to solid waste, water consumption, hydrocarbons, electricity usage, and CO_2 emissions, broken down by operational site. As a result, it allows for the identification of trends, comparison of performance across units, and the timely detection of improvement opportunities based on data-driven insights.

Implementation is still pending for AMECO and Dumas; however, full adoption of this platform for reporting is expected to be completed in 2026.

CLIMATE CHANGE

AMECO SOUTH AMERICA

To advance our environmental management and climate strategy, AMECO undertook a series of actions to strengthen their sustainability performance and long-term commitments:

- Measured the carbon footprint of four contracts with AMSA and reported the results through Huella Chile. The process allowed them to quantify emissions for 2025 and identify areas to improve their emissions reporting, thus strengthening their carbon footprint for 2026.
- At Antucoya, a rooftop solar panel project was completed, generating energy savings contributing to reduced emissions and increased energy efficiency.
- Solar-powered lighting systems were installed at CODZ, reducing reliance on conventional energy sources and supporting the transition toward cleaner, more sustainable operations.

Together, these initiatives reflect AMECO's commitment to integrating sustainability into our operations, reducing environmental impact, and creating long-term value for our clients and stakeholders.

> Recertification to ISO 9001, ISO 14001, and ISO 45001 Standards – AMECO, Chile

Waste Management

Management Approach

At STRACON Group Holding, our approach to waste management is guided by the principles of reduce, reuse, and recycle, supporting the transition to a circular economy. We seek out opportunities to minimize waste generation and identify alternate uses for materials throughout the lifecycle of our activities.

We also take a client-focused approach to waste management, aligning our practices with our clients' sustainability objectives and waste reduction targets. By sharing relevant waste information with clients and regulators, as required, and implementing proactive measures to improve resource efficiency, we contribute to reducing environmental impacts and advancing sustainable outcomes across our operations. Digital innovation has also contributed to waste reduction by facilitating paperless operations. By transitioning to digital field solutions, we eliminated more than 430,000 sheets of paper per year, which significantly reduced the consumption of natural resources and decreased the logistical needs for physical document storage, transportation, and handling.

AMECO standardized their waste and hazardous substance containment systems across all sites in 2025, which enhanced environmental safety, regulatory compliance, and risk prevention. Monitoring and reporting of waste metrics have been improved through the SSOMA Report digital platform, an interactive dashboard that enables the real-time visualization of data related to solid waste. This tool consolidates information disaggregated by operational site, allowing the organization to identify trends, compare performance across different units, and detect opportunities for improvement based on data-driven insights.

Analysts Corner - GRI 306-1, 306-2, 306-3

2025 Highlights

1783.28 t

of waste was diverted from disposal at our STRACON operations.

Why This Matters

Waste is an unavoidable byproduct of mining activity, and how it is handled has lasting consequences for the environment and the people nearby. Mining and construction generate large volumes of solid waste, hazardous substances, and other materials that, if mishandled, can contaminate soil and water, harm health, and leave damage that persists long after the work is done. When containment fails or materials are managed poorly, the harm rarely stays within the project boundary; it reaches the land, water, and communities that surround it, and the consequences can be slow to surface and difficult to reverse. The same risk weighs heavily on our clients, whose permits and their relationships with regulators and neighbouring communities depend on materials being contained, handled, and disposed of safely throughout a project's life. Waste is not an afterthought at the edge of our work but a direct measure of how responsibly that work is carried out. The difference between contamination and a clean site often comes down to the care taken with what we leave behind.

WASTE MANAGEMENT

2025 Performance & Progress

STRACON Group

Waste Data for STRACON Group Holding

	DUMAS	AMECO	STRACON Brands[14]
Total weight of waste generated in metric tons	N/A	35.99t	3401.29t
Total Hazardous Waste	N/A	24.29t	757.79t

At AMECO, a standardized waste and hazardous substance containment system was introduced, enhancing environmental safety, regulatory compliance, and risk prevention across all sites.

14. STRACON Engineering, STRACON Tech, and STRACON Group Holding' waste management data is consolidated in STRACON's data as STRACON handles the waste management and diversion, while clients manage the disposal.

For this 2025 Sustainability Report, we were unable to collect the waste data for Dumas. We plan to collect this information for future reports.

> Shahuindo Project, Peru

Water Stewardship

Management Approach

Water used for our projects is drawn from sources that are vetted and authorized by our clients. This may include rainwater collected from sedimentation ponds, reused water from the treatment plant, and crane points, among others. As we are the builders and operators for our clients, STRACON Group does not “own” effluent discharges, although we carry responsibility for discharging clean water.

As is typical for project developments, STRACON uses water for construction and road irrigation. In doing so, we review potential mitigation and management techniques and implement the best course of action for minimal environmental impact whenever necessary.

STRACON maintains responsibility for monitoring any water-related impacts for our own tracking and for contributing to our clients' water metrics. We employ tools such as STRACON’s Environmental Aspects Matrix, and AMECO’s Environmental Impacts Assessment Matrix, both of which track water consumption among other key water metrics.

2025 Highlights

At our Constancia Project in Peru, water for the aggregates plant comes from the client's tailings dam and is

100%

reused through a recirculation system.

> Constancia Project, Peru

Why This Matters

Water is among the most material resources in mining, and in the arid regions where much of our work takes place, it is also among the scarcest. This dual reality—high dependence on water set against genuine local scarcity—is why it matters so much. When water is limited, essential activities like dust control become harder to sustain, and the pressure our operations could place on an already fragile resource is felt most directly by the communities around us, for whom water is tied to their livelihoods and daily needs. The same scarcity carries real weight for our clients, whose standing with regulators and neighbouring communities depends heavily on how water is used across their projects. Water is, therefore, not simply an input to our work but a shared resource whose limits affect everyone connected to it, and using it carefully is fundamental to keeping our operations viable, protecting the communities we work alongside, and upholding the commitments our clients have made to the regions where they operate.

Analysts Corner - GRI 303-1

WATER STEWARDSHIP

2025 Performance & Progress

STRACON STRACON Tech STRACON Engineering

At the Pampa Cachendo project in Peru, innovative technologies were implemented to optimize water use without compromising dust control efficiency. More information can be found in the case study to the right.

CASE STUDY: Water Management and Dust Control – Pampa Cachendo Project, Peru

Due to the geography and arid climate of the Pampa Cachendo Project in Peru, available water resources are limited, meaning water management is a critical aspect of STRACON's operations. Conventional solutions such as irrigation had proved ineffective.

> Pampa Cachendo Project, Peru

To address the challenge of the project's dry soil conditions, two new technologies were employed to control dust, airflow, and water usage. The first solution involved a series of sprinkler systems mounted above the driver's cabin instead of the conventional positioning beneath the water tank. This allowed precise targeting of areas where dust is generated and provided greater water force to effectively settle airborne particles.

The second solution introduced a system of misting trucks equipped with two high-pressure water cannons at the rear. These projected water capable of capturing larger and more numerous dust particles, while also effectively capturing finer particles such as PM10 and PM2.5.

To allow for maximum efficiency of these solutions, STRACON also installed new cisterns for increased water storage and distribution, with up to 21 cisterns being used where demand was highest, an important improvement over the two cisterns previously used for dust control.

The implementation of these technologies reduced water consumption for dust control without compromising efficiency, enhancing both environmental sustainability and operational performance.

Biodiversity

Management Approach

Protecting and enhancing biodiversity is an important part of STRACON Group's approach to sustainable development. Wherever possible, we avoid and minimize impacts on ecosystems by integrating biodiversity considerations into project planning, design, and execution, while supporting the conservation and recovery of native species and habitats. Additional information on how our five Group companies manage biodiversity-related issues is available in our 2025 ESG Data Book, available at www.stracon-group.com.

We also consider ecological connectivity in the design of our infrastructure and operations, helping to maintain wildlife corridors and the safe movement of species across landscapes. Through biodiversity assessments and ongoing collaboration with clients and stakeholders, we identify sensitive habitats and species at risk, and develop targeted action plans that reflect local ecological conditions and project-specific requirements. At STRACON, we have a "Flora and Fauna Preservation" procedure, which includes the basic and technical aspects to prevent any impact on biodiversity. This procedure specifies training for all company personnel at operations.

In 2025, the Group updated its formal policies to reflect a broader commitment to the environment in its areas of influence:

- **Natural Resource Stewardship**—The Integrated Management Systems Policy was updated to include a specific commitment to environmental stewardship and the responsible use of natural resources.
- **Area of Influence**—The policy aims to mitigate negative environmental impacts and generate positive impacts within the company's area of influence, contributing to broader climate change mitigation.

2025 Highlights

65% of the trees planted at the Duzan Zamora Operations Center, La Negra, Antofagasta, continue to thrive

200 hectares have been rehabilitated by STRACON in the Jangas and Independencia districts in Huaraz, Ancash, Peru.

Why This Matters

Biodiversity is one of the clearest signs of a healthy environment, and in the ecosystems around mining operations, it is also among the most exposed. The regions where we work are often ecologically sensitive, and once native species and habitats are lost or degraded, the damage is frequently impossible to undo. That is what gives biodiversity its weight. When natural habitats are disturbed, the effects reach well beyond the project itself, unsettling the ecological balance that surrounding communities depend on and diminishing the long-term value of the land. The same loss matters greatly to our clients, whose environmental permits, standing with regulators, and relationships with neighbouring communities are closely tied to how well the natural environment is protected. Biodiversity is therefore not a backdrop to our work but a living system whose condition reflects the real mark we leave, and the difference between a habitat that recovers and one that is lost for good often comes down to the care taken while we are present.

Biodiversity Analysts Corner - GRI 101-1, GRI 101-2

2025 Performance & Progress

In 2025, no negative impacts on biodiversity have been identified for any of the Group's companies.
At STRACON, 200 hectares have been rehabilitated in the Jangas and Independencia districts in Huaraz, Ancash, Peru. For more information, please see the case study to the right.

At AMECO, the 2025 Environmental Plan was developed and implemented, defining clear priorities, targets, and actions to strengthen their environmental performance and align with corporate sustainability objectives. A tree planting initiative in Duzan Zamora Operations Center, La Negra, Antofagasta, continues to thrive. As of June 2025, 65% of these trees have survived and are thriving, a much higher rate of success than that expected by CONAF (35%).

CASE STUDY: Pierina Mine Closure Restoration and Rehabilitation of Disturbed Areas

> Pierina Project, Peru

As part of the Mine Closure Plan for the Pierina Mining Unit in Peru, approximately 200 hectares of land (90 hectares of the open pit, and 110 hectares of the leach pad) were identified for rehabilitation. The main restoration and rehabilitation objectives were:

- Eliminate or control acid generation resulting from the interaction of rainfall with potentially reactive materials.
- Achieve long-term physical, hydrological, and geochemical stability of the closed mining components.
- Implement cover systems to minimize infiltration and reduce potential environmental impacts.
- Promote the progressive recovery of the surrounding environment and support the return of wildlife.

From a mine closure engineering perspective, good compensation practices are achieved through measures that restore stable and sustainable conditions. These were achieved through cut-and-fill activities for surface compensation and recontouring, physical stabilization of slopes and platforms, installation of drainage systems for surface water management, implementation of low-permeability covers and alkaline barriers for geochemical control, as well as the placement of topsoil and revegetation of disturbed areas.

Closure and rehabilitation activities are subject to the monitoring and oversight mechanisms established under Peruvian regulations. For Pierina, Mine Closure Plans were reviewed by the Ministry of Energy and Mines (MINEM), while environmental conditions and compliance with environmental obligations were supervised by the Environmental Assessment and Enforcement Agency (OEFA). In addition, during project execution, compliance with the technical specifications defined mine closure was achieved through quality assurance and quality control processes, technical supervision, and geotechnical instrumentation.

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Concluding Remarks

- Cautionary Statement Regarding Forward-Looking Information
- Credits and Copyright
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Cautionary Statement Regarding Forward-Looking Information

This report contains forward-looking information within the meaning of applicable Canadian securities laws. All statements contained in this news release other than statements of historical fact are forward-looking statements. Forward-looking statements may relate to, among other things, STRACON Group Holding Inc. and its subsidiaries' (collectively, "STRACON Group", the "Company", "we", "our" or "us") sustainability strategy, objectives, targets, initiatives, commitments, future performance, expected outcomes, plans, priorities and programs.

Often, but not always, forward-looking statements can be identified by the use of words such as "believe", "expect", "anticipate", "estimate", "target", "plan", "intend", "commit", "objective", "goal", "continue", "seek", "may", "will", "can", "should", "could", "would", "potential", "forecast", "outlook" and similar expressions.

In particular, this news release contains forward-looking statements regarding, among other things: (i) STRACON Group's sustainability strategy, priorities and vision; (ii) environmental, health and safety, social responsibility, human capital, diversity and inclusion, community relations, local employment and procurement, innovation and governance initiatives; (iii) climate-related strategies, greenhouse gas emission measurement and reduction initiatives, and energy efficiency programs; (iv) sustainability-related targets, commitments and objectives; (v) the anticipated benefits of digitalization, innovation, artificial intelligence and data analytics initiatives; (vi) future environmental, social and governance performance; (vii) planned investments, programs and partnerships; (viii) community development and Indigenous engagement initiatives; and (ix) future reporting, monitoring, governance and compliance efforts.

Forward-looking statements are necessarily based upon a number of estimates, assumptions and judgments that, while considered reasonable by management as of the date of this news release, are inherently subject to significant business, economic, operational, environmental, regulatory, political and social uncertainties and contingencies. There can be no assurance that such assumptions will prove to be correct.

Actual results, performance or achievements may differ materially from those expressed or implied by the forward-looking statements due to a variety of risks and uncertainties, including, without limitation, changes in economic, market, regulatory or political conditions in the jurisdictions where STRACON Group operates; changes in environmental, health and safety, labour, privacy, human rights, climate-related or other applicable laws and regulations; the availability of capital, equipment, materials and labour; supply chain disruptions; changes in client requirements and project schedules; risks associated with joint ventures, partnerships and subcontractors; employee relations and workforce availability; technological and cybersecurity risks; risks associated with climate change, extreme weather events and the transition to a lower-carbon economy; the Company's ability to successfully implement its sustainability, climate, innovation and operational initiatives; litigation and regulatory proceedings; reputational risks; community relations and social licence considerations; health emergencies, pandemics and other unforeseen events; and other risks disclosed in STRACON Group's public filings from time to time.

Many of these factors are beyond the Company's control and could cause actual outcomes to differ materially from those anticipated in the forward-looking statements. Readers are therefore cautioned not to place undue reliance on forward-looking statements, which are not guarantees of future performance.

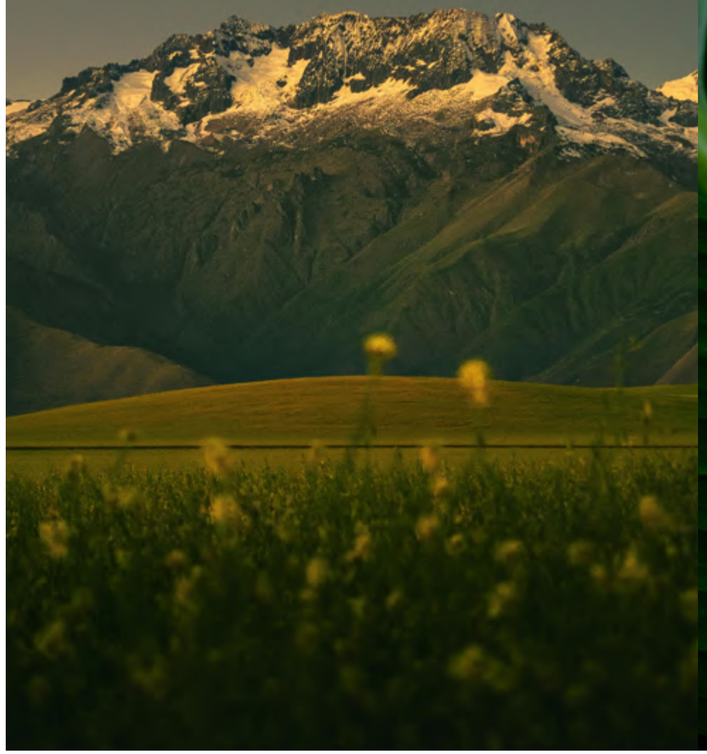
Any sustainability metrics, targets and objectives referenced in this news release are based on methodologies, assumptions, estimates and reporting frameworks that may evolve over time and may be refined, updated or restated as additional information becomes available or reporting practices develop. Certain sustainability data may be subject to measurement uncertainties inherent in non-financial reporting.

All forward-looking statements contained in this news release are qualified in their entirety by the foregoing cautionary statements. Readers should also refer to the risk factors and other disclosure contained in STRACON Group's most recent Annual Information Form, Management's Discussion and Analysis and other filings available on SEDAR+ www.sedarplus.ca, which provide additional information regarding risks and uncertainties that may affect the Company. The forward-looking statements contained in this news release are made as of the date hereof, and STRACON Group undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law.

Thank you for reading our 2025 Sustainability Report. In line with our desire to demonstrate transparency and accountability, our 2025 Data Book includes additional relevant and available data on our sustainability efforts.

Sustainability reporting is an ongoing journey and we aim to achieve continuous improvement. We appreciate your support as we endeavour to create a more sustainable future.

We welcome all feedback and invite you to contact us at: inquiries@stracon.com



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