

A scenic landscape photograph showing a small village with colorful buildings (red, yellow, and blue roofs) situated in a valley. In the foreground, there is a calm lake reflecting the sky and the surrounding mountains. The background features rugged, rocky mountains with patches of snow under a bright blue sky with scattered white clouds. The image is framed by blue geometric shapes in the corners.

**ANNUAL
REPORT
2021**

ANNUAL REPORT 2021



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The document hereof provides truthful and sufficient information on the development of businesses of Minsur S.A in 2021. Notwithstanding the responsibility of the issuer, the signatories are liable for its content pursuant to applicable statutory provisions.

Lima, March 28 of 2022



Juan Luis Kruger Sayán
General Manager



Fortunato Brescia Moreyra
President of the Board
of Directors

LETTER FROM THE PRESIDENT OF THE BOARD OF DIRECTORS

On behalf of Minsur S.A.'s Board of Directors, I share with you our Annual Report and Financial Statements for Fiscal Year 2021, which show our company's progress, challenges, and performance.

2021 was a complex and challenging year, where the pandemic continued having an impact on the health of millions of people in the country. Despite the challenges, we proved having a great resilience and adaptation capacity.

On the one hand, we remained committed to the wellbeing of our neighboring communities as well as to our host regions. In this regard, we kept promoting the generation of both employment opportunities, as well as opportunities for local businesses in our areas of operation. Likewise, we contributed to closing infrastructure gaps, through different mechanisms, such as works for taxes, among others. Furthermore, we renewed our commitment to sustainability and to the protection of the environment by signing a joint declaration with all ICMM (International Council on Mining and Metals) companies, stating our goal to progressively achieve zero net greenhouse gas emissions by 2050, pursuant to the Paris Agreements.

On the other hand, we stabilized production at all our mining units, always taking care of people's health. We remained focused on operational excellence and implemented digital transformation and lean management programs that enabled us to deliver unprecedented results. Thus, for the first time, we became the second largest tin producer worldwide, according with the International Tin Association.

This, together with good international mineral prices, led to excellent operational and financial results.

Furthermore, our subsidiary Marcobre reached a very important milestone: it completed the construction of Mina Justa project, which started operations this year and reached a production of 85 thousand tons of copper.

These results make us proud and pleased and ratify our commitment to conduct safe and sustainable mining operations that create value for our customers, collaborators, shareholders, communities, suppliers and business partners. Thanks to them, we continue making Minsur a world-class Peruvian company.

I, now, invite you to read our 2021 Annual Report.



Fortunato Brescia Moreyra
President of the Board of
Directors

LETTER FROM THE GENERAL MANAGER

Dear Shareholders:

I am pleased to present hereby our 2021 Annual Report and Audited Financial Statements. In this document and its annexes, you will find relevant information of our management, pursuant to the requirements set forth by the Peruvian securities authority (SMV).

Last year was heavily impacted by the second wave of Covid-19 in our country and worldwide. To address this situation, we took strong preventive measures to keep our collaborators safe. We achieved 100% vaccination in our mining units, we invested in self-assessment apps, air-quality control equipment, among others. These measures represented additional costs for our operations but were a priority to protect people's health and safety.

Despite the complex situation, thanks to our management and operation capacities, we were able to stabilize all our mining units, once the Covid-19 restrictions imposed by the government were lifted, thus achieving extraordinary results.

San Rafael MU reported a 26% growth in production, while the new B2 Tailings Reuse Plant exceeded production and quality parameters considered in the project's design with a 57% improvement. Our Smelting Plant and Refinery of Pisco reported the highest concentrate processing rate in the last 14 years (7075 tons per month) and increased

its furnace capacity by 32%, as compared to 2020. A great part of these results was achieved thanks to the consolidation of the LINGO (lean management) transformation program, which drove significant internal efficiencies. Last but not least, Pucamarca MU also exceeded the goals set for the year by 3.5%. Nevertheless, in line with the life of mine, total gold production fell 14% as compared to 2020.

These excellent operational results, together with our effective business management and higher ore prices, allowed us closing the year with USD1,013.3 million sales (+102% vs 2020) and EBITDA of USD639.0 million (+169% vs. 2020). Moreover, our CAPEX amounted to USD 135.3 million (+91% vs 2020), mainly due to investments in infrastructure projects, such as the construction of the B4 Tailings dam and stage 4 of the leaching pad.

Our good financial performance allowed us to refinance Minsur 2024 bond by issuing a new bond in the international stock market for USD 500 million with an interest rate of 4.5% and maturing in 2031.

Likewise, aiming at ensuring a long-term supply of resources, in 2021 we have blocked out 1.4 million tons of resources, containing 28,000 tons of tin, thus expanding the lifespan of San Rafael mine. Also, a significant discovery was made: the San German ore body. In addition, exploration works were conducted to identify new opportunities through the following projects: Sumac

Wayra (copper-molybdenum), Ventura (tin) and Lara (copper-molybdenum).

We continued focusing on people, offering a good working environment for our 1,581 collaborators. We paid special attention to our staff's mental health through the "Healthy Families" and "Emotional Support" initiatives that allowed us providing support to more than 1,400 people, including employees and their relatives. We also provided over 78 thousand person-hours of training, boosting our staff's technical and management skills.

It is clear that our collaborator's health and safety are our priority. We finished the year with no fatal accidents and achieved the lowest recordable injury frequency rate in Minsur's history: 1.68 per million person-hours worked. Likewise, San Rafael and Pucamarca received ISO 45001 certification for their occupational safe and healthy management system.

As I mentioned above, the electoral scenario created an unstable political and social environment in the country. To address this situation, we focused particularly on increasing our stakeholder engagement through ongoing dialogue with our neighboring communities to reach agreements benefiting us both. San Rafael experience stands out, where we set negotiation tables to renew framework agreements in Antauta and Ajoyani, without neglecting our areas of influence by providing necessary support to deal with the second wave of the pandemic.

As part of our value creation proposal, we continued increasing economic and social development opportunities in the territories where we operate. For instance, in San Rafael, we generated USD 24.1 million in revenues for local businesses (canteens, lodging, delivery and others) that provided services to Minsur and its contractors. We also invested more than USD 7 million in social projects that contribute to improving the living conditions of our neighboring communities.

Within the framework of the last UN Convention on Climate Change, we committed -together with other member companies of the International Council on Mining and Metals- to reduce our net emissions to zero by 2050. We understand how complex this is, but we assume the challenge with responsibility. This commitment will strongly drive our ongoing actions and will allow speeding up new initiatives, such as the use of advanced analytics to optimize power consumption, the adoption of renewable sources of energy in our camps and operations, incorporation of clean vehicles, among others.

Within the framework of our commitment to Human Rights and sustainability, I want to emphasize that in 2021 we adhered to the UN Global Compact, an international initiative that promotes implementation of 10 fundamental principles, based on human, labor, environmental and anti-corruption rights. Our efforts and progress on these issues will continue being periodically reported in our Annual Sustainability Report.

I would like to finish by expressing my deepest gratitude for the commitment and permanent support of our stakeholders: employees, shareholders, customers, suppliers, and the communities in our area of influence. Their role has been essential to move forward in such a challenging year and to continue consolidating our position as a Peruvian reference in world-class mining.



Juan Luis Kruger Sayán
General Manager



1. OUR COMPANY

Minsur Sociedad Limitada was established in 1996. It was the Peruvian branch of Minsur Partnership Limited in Bahamas, which was acquired by the Breca Group in 1977 to transform it in Minsur S.A., a 100% Peruvian company.

During the first decades, copper was the main mineral extracted in San Rafael MU. However, over time copper production was replaced by tin and in 1992 it became the only metal we produced. Since 1996, we have the Smelting Plant and Refinery (SPR) of Pisco, which processes tin ore produced in San Rafael.

As part of our production diversification strategy, we have developed an asset portfolio that provides us competitive advantages, with high-grade products or low production costs. Thus, we have decided to focus on base metals, such as tin and copper, and precious metals, such as gold. We are the majority shareholders of Minera Latinoamericana S.A.C., through

which we became the main shareholder of Mineração Taboca S.A. in 2008, which mines tin, niobium and tantalum from the Pitinga mine (Brazil) and is the owner of the Smelting Plant of Pirapora (São Paulo). Minera Latinoamericana S.A.C. is also shareholder of Melón S.A., leading company in the production and commercialization of cement, concrete, mortars and aggregates in Chile.

In 2020, we became the majority shareholder of Cumbres del Sur S.A.C., which absorbed Minera Barbastro S.A.C., a company that has a polymetallic project in Huancavelica and Minera Sillustani S.A.C., who owns several concessions in Puno.

Last but not least, we hold 60% of Cumbres Andinas S.A.C., a company that owns 99.99% of the stock capital of Marcobre S.A.C., who operates Mina Justa in San Juan de Marcona (Ica). This MU processes copper sulfides and oxides into cathodes and concentrates.

Since our activities started, more than 40 years ago, we have been committed to ethics and transparency, and we aim at conducting safe mining operations that are responsible with the environment and society.

Thus, we work with a solid risk management, meeting world-class standards and using state-of-the-art technologies that enable us to properly manage our operations and projects at all stages of the mining cycle.

We are the first Peruvian mining company, the third in Latin America, and the first tin

producer in the world that has become a member of the International Council on Mining and Metals (ICMM), which gathers 27 leading mining companies from around the world, with the highest sustainability standards. Furthermore, in 2021 we adhered to the United Nations Global Compact, ratifying our commitment to respect human rights and the environment, and to fight against corruption.

Our operations and projects in 2021

	Location	Company	Unit / project	Main products
Operations	Puno (Peru)	Minsur S. A.	San Rafael UM	Tin
	Puno (Peru)	Minsur S. A.	B2 Tailings Reuse plant	Tin
	Ica (Peru)	Minsur S. A.	SPR of Pisco	Tin
	Tacna (Peru)	Minsur S. A.	MU Pucamarca	Gold
	Sao Paulo (Brazil)	Mineração Taboca S. A.	SPR of Pirapora	Tin and ferroalloyss
	Amazonas (Brazil)	Mineração Taboca S. A.	Pitinga MU	Tin and ferroalloys
	Ica (Peru)	Marcobre S. A.C	Mina Justa	Copper
Exploration projects	Puno (Peru)	Minsur S. A.	Santo Domingo	Tin
	Puno (Peru)	Minsur S. A.	Nazareth	Tin
	Huancavelica (Peru)	Cumbres del Sur S.A.C	Mina Marta	Copper and gold
	Puno (Peru)	Minsur S. A.	Ventura	Tin, silver, antimony and copper
	Arequipa (Peru)	Minsur S. A.	Quinsachata	Copper and gold
	Ayacucho (Peru)	Minsur S. A.	Lara	Copper and molybdenum
	Ica (Peru)	Minsur S. A.	Pucaccasa	Copper and molybdenum
	Lima (Peru)	Minsur S. A.	Suyana	Copper and molybdenum
	Lima (Peru)	Minsur S. A.	Sumac Wayra	Copper and molybdenum
	Ancash (Peru)	Minsur S. A.	Amancaes	Copper and molybdenum
	La Libertad (Peru)	Minsur S. A.	Colorada	Gold and silver
Closing mines	Puno (Peru)	Cumbres del Sur SAC.	Mina Regina	NA
	Huancavelica (Peru)	Cumbres del Sur SAC.	Mina Marta	NA

OUR OPERATIONS

At the end of FY 2021, we have 6 operations: 4 in Peru and 2 in Brazil.

San Rafael MU

- » Location: Melgar province, Puno department, Peru
- » Start of operations: 1977
- » Estimated life of mine: 8.1 years
- » Type of operation: underground tin mine.
- » Processes: concentration and flotation
- » Average ore grade 2021 (processing): 2.08%
- » Production in 2021: 21,992 tons of tin
- » Certifications: ISO 14001, ISO 9001, OHSAS 18001

In 2021 we received contributions from the innovative ore sorting process, a German technology that analyzes rock composition using X-rays, identifying those with tin content. This enables us to sort them according to their ore grade and separate the gangue.

B2 Tailings Reuse

- » Location: Melgar province, Puno department (Peru)
- » Mineral: concentrated tin
- » Average tin grade 2021 (processing): 0.85%
- » Production in 2021: 5,004 tons of tin

San Rafael MU complements its mining operations with the B2 Tailings Reuse Plant (B2 Plant). It allows recovering tailings with economic tin content produced during the first years of mining. In 2021, the concentrator plant, which nominal production capacity is 2,500 tpd, exceeded production and quality parameters proposed in the project's design.

The B2 Plant has a life of mine of 9 years, according to its design. It is worth emphasizing that both tailings treatment and their final disposal were designed under international standards and the best practices of the industry. Thus, Minsur contributes to the proper implementation of new technologies for appropriately closing the mine, according to requirements and pursuant to the highest environmental standards.

Pucamarca MU

- » Location: Palca province, Tacna department (Peru)
- » Start of operations: 2013
- » Estimated life of mine: 6 years
- » Type of operation: open pit mine of gold (main) and silver.
- » Processes: Absorption, Desorption and Recovery (ADR)
- » Average ore grade 2021: 0.47 grams per ton (g/t)
- » Production in 2021: 68,954 ounces of gold
- » Certifications: ISO 14001

Pucamarca MU, produces gold with high quality and efficiency. Through the crushing and leaching processes, mined ore size is reduced, and metal is separated from the rock. Then, it is smelted in an electric furnace to obtain dore bars with 60% to 70% gold content, and the difference is silver.

SPR of Pisco

- » Location: Pisco province, Ica department (Peru)
- » Start of operations: 1996
- » Type of operation: tin smelting and refining
- » Processes: submerged lance smelting furnace
- » Average grade of fed tin concentrate in 2021: 39.2%
- » Production in 2021: 25,947 tons of tin
- » Certifications: ISO 14001, ISO 9001, OHSAS 18001

The Smelting Plant and Refinery (SPR) of Pisco is the final operational arm of our tin line. It is one of the world's first operations using the submerged lance technology to process tin concentrate, which helps us achieving cost and production-time efficiency. Thanks to that, we have an average purity of 99,95%, and world-class tin-based alloys.

In 2021, Pisco reached a record achieving the highest concentrate processing rate in the last 14 years (7,075 tons per month). About 23% of concentrate fed to the furnace came from the new B2 plant, located in San Rafael. Furthermore, we had clear productivity enhancements, derived from the Lean methodologies applied within the framework of our "Lingo" project.

Mina Justa

- » Location: Nasca province, Ica department (Peru)
- » Mineral: copper
- » Total investment as of 31.12.2021 USD: USD 1,826.9 MM
- » Total progress of the project in 2021: 100%
- » Total progress of construction 2021: 100%

Mina Justa is located 500 km south of Lima and 35 km away from the San Juan de Marcona district (Nasca province, Ica region). It is an open pit copper mine with a processing capacity of annual 6 million metric tons of sulfides and 12 million metric tons of oxides. Mina Justa's estimated investment amounted to USD 1,826.9 million and it has a life of mine of 16 years.

The mine started business operations in August 2021 and is comprised by 2 types of resources: a superficial layer of copper oxide and a massive and deep body of copper sulfides. In the last year, we completed the commissioning of the sulfide plant and started the ramp-up. We exceeded 100% of nominal production in October. We completed the commissioning of the oxide plant and, due to additional works to strengthen the pans, the ramp-up was rescheduled until completion of these works, which is estimated for mid 2023.

It is worth mentioning that in 2021 we obtained different permits to start operating, for instance: the license to Use Seawater and Desalinated Water, the operating authorization and the title of the mining concession that allowed the beginning of Mina Justa's commercial production.

With the arrival of the first sulfuric acid ships, the maneuvering check and approval of the maneuvering study has been successfully completed. Due to some improvements in the multi-buoy terminal, it was necessary to modify the authorization to use the aquatic area, which was approved in November 2021.

Pitinga MU

- » Location: Amazonas State, Brazil.
- » Start of operations: 1982
- » Estimated life of mine: 31 years
- » Type of operation: tin, niobium and tantalum open pit mine
- » Processes: mine, metallurgy, concentration and flotation
- » Treated ore grade 2021: 0.195% of tin and 0.250% of niobium and tantalum.
- » Production in 2021: 6,934 tons of tin contained in concentrate and 4,003 tons of ferroalloys (FeNb, FeTa and FeNbTa)

Pitinga MU has an estimated life of mine of 31 years. In 2021, we achieved our proposed goals thanks to several operational improvement projects called Quick Wins. Among the main ones, we have: the new tin (Sn) and niobium (Nb) screening, a new Nb flotation cell and enhancements in tailings recovery through the StackCell technology.

SPR of Pirapora

- » Location: Sao Paulo state, (Brazil)
- » Start of operations: 1973
- » Type of operation: smelting plant and tin refinery
- » Processes: electric smelting furnace
- » Treated ore grade 2021: 46.4%
- » Production in 2021: 5,957 tons of tin
- » Certifications: ISO 9001, ISO 14001

The Smelting Plant and Refinery (SPR) of Pirapora receives the tin production from Pitinga MU, processes cassiterite concentrates and turns them into high-quality refined tin of 99.9% of purity.

In 2021 we confirmed stabilization of operational processes for in-furnace treatment, through the feeding formula and tin (Sn) concentrate consumption as sinter. Likewise, production processes referred to the processing of recirculating ore were stabilized.

1.1 Vision, mission and values

Our vision, mission and values reflect our company's commitment and that of our collaborators, with a responsible and ethical management that drives sustainability at all levels of the organization. They guide our behavior helping us being consistent over time.

Mission

Generate value transforming mineral resources in a sustainable manner.

Vision

Develop and operate world-class mining assets, as a benchmark in terms of safety, operational efficiency, socio-environmental responsibility and people development.

OUR VALUES



Safety

We develop all our activities safely.



Responsibility

We respect all our stakeholders, and we are socially and environmentally responsible.



Integrity

We act with absolute honesty, transparency and respect.



Commitment

We fulfill our commitments, we are persevering.



Excellence

We want to be the best in what we do.



Trust

We build relationships based on trust, we are honest, authentic and supportive.

1.2 Board of Directors and management structure

Through our practices of corporate governance, we aim at generating economic, social and environmental value for shareholders and other stakeholders. The Board of Directors is Minsur's highest executive body, and it leads, supervises and plans the development of our company.

1.2.1 Minsur's Board of Directors

Our Board of Directors is comprised by 8 professionals with a well-known trajectory and experience in the mining industry. Two of them are independent Directors

and one is a woman. In addition, our Board of Shareholders has chosen Migual Ángel Salmón Jacobs and Claudia Valdivia Valladares as alternate Directors. The multidisciplinary skills of the members of our Board of Directors contribute to a plurality of approaches and perspectives, enhancing the decision-making process. Likewise, it is worth mentioning that the President of the Board of Directors does not have the casting vote.

President	Fortunato Brescia Moreyra
Vicepresident	Alex Fort Brescia
Directors	Rosa Brescia Cafferata viuda de Fort
	Mario Brescia Moreyra
	Pedro Brescia Moreyra
	Jaime Araoz Medanic
	Miguel Aramburú Álvarez-Calderón
	Patricio de Solminihać Tampier

There are two Committees that help the Board of Directors to fulfill its duties:

» The Audit, Risk and Compliance Committee. It is responsible for: reviewing the audit plan; monitoring the results of internal audits, the risk matrix and mitigation plans; as well as for verifying performance against the Code of Ethics and our Integrity Channel.

» The Talent Committee. It is responsible for monitoring performance of the General Manager's direct reports, validate performance bonuses, among other duties.

For further details on our directors' trajectory and other aspects of the Board of Directors, see chapter 6.1 Professional trajectory of directors.

1.2.2 Managers

Our organizational structure seeks to accompany our business needs and to adapt to changes to meet strategic objectives. Our highly trained staff has a wide experience in the mining industry. They lead our operations with high efficiency, integrity and safety standards, and also contribute to generate a dynamic and horizontal work environment.

Our General Manager and his direct reporting line (8 Directors) participate in the Executive Committee (EXCO), where strategic management issues are periodically reviewed.

Furthermore, we have a Compliance and Human Rights Committee that supervises the proper development of our Corporate Code of Ethics and Conduct, as well as compliance with applicable laws and our internal policies.

We also have a Crisis Management Committee, a body that is key to address situations that might significantly affect our operations, including issues related to health, safety, the environment, communities, and those that might affect our corporate reputation, infrastructure, processes and equipment.

Since 2019, we also have a Social Management Committee, comprised by Minsur's Social Management staff, the EXCO (Executive Committee) and representatives of external communications and risks. Through monthly meetings, this Committee seeks to identify potential social risks and implement the necessary prevention plans, actions and projects to ensure a positive relation with the communities of our area of influence.

General Manager	Juan Luis Kruger Sayán
Corporate Project manager	Yuri Alfredo Gallo Mendoza
Chief Operations Officer	Alberto Cárdenas Rodríguez
Director of Corporate Affairs	Gonzalo Quijandría Fernández
Chief Financial Officer	Joaquín Larrea Gubbins
Director of Transformation and Strategy	Diego Molina Henríquez
Director of Logistics and IT	Ralph Alosilla-Velazco Vera
Director of Human Resources	Álvaro Escalante Ruiz
Director of Internal Audit	Hik Park

For further details on the trajectory of our managers, see chapter 6.3 Professional trajectory of our managers.



2. ECONOMIC AND SECTORAL CONTEXT

2.1 Economic environment

In 2021, the Peruvian economy experienced a GDP growth of 13.3%, as compared to 2020 and 0.8% as compared to 2019. This recovery is supported by the flexibilization of health measures and the vaccination progress, factors that allowed reversing a great part of the negative impact caused by the shutdown of non-essential activities and health restrictions in 2020. The sectors leading Peruvian growth were Construction (+34.66%), Trade (+17.82%) and Manufacturing (+17.73%).

GDP by economic sectors

TABLE. PERCENTAGE VARIATION OF THE PHYSICAL VOLUME INDEX AS COMPARED TO THE SAME PERIOD IN THE FORMER YEAR 2021

Sector	2017	2018	2019	2020	2021
Agriculture and livestock	2.8	7.8	3.2	1.3	3.81
Fishing	4.7	47.7	-25.9	2.1	2.78
Mining and hydrocarbons	3.4	-1.5	0.0	-13.2	7.45
Manufacturing	-0.2	5.9	5.9	-13.4	17.73
Construction	2.1	5.3	1.5	-13.9	34.66
Trade	1.0	2.6	3.0	-16.0	17.82
Services	3.3	4.4	3.8	-10.0	8.90

Considering the domestic demand, recovery of GDP was driven by a larger private consumption (11.7%) thanks to employment recovery and extraordinary revenues (pension fund withdrawals, compensation for time of services and social bonds) and public consumption (10.7%). In addition to this, an upturn in public (23.7%) and private investments was decisive to support recovery. Mining investment in 2021 was USD 5,238 M, 21.1% higher than investment in 2020.

Inflation, measured through the consumer price index of Metropolitan Lima, reached 6.43% in 2021, the highest rate in the last thirteen years. This result is the reflect of higher international commodity prices (oil, gas, diesel, corn, wheat, soy) and the exchange rate that affected the price of domestic gas, fuel in general, and food products, such as chicken and bread. However, it is one of the lowest rates in the region.

In terms of public finances, the fiscal deficit was 2.6% of GDP, lower than the 8.9% deficit in 2020. This result is mainly explained by an increase of tax revenues (49.9%) that resulted from the economic recovery, a favorable international situation, and extraordinary revenues due to the payment of outstanding tax debts.

The current account of the balance of payments went from a surplus of 0.8% of the GDP in 2020 to a deficit of 2.8% of GDP in 2021, slightly higher than the historical average deficit (2.7%). This is due to the increase in imports, higher profits of companies with foreign direct investment in the country and the contraction of the services account, as a result of higher freight costs; factors that were offset by the expansion of exports.

TABLE. MAIN MACROECONOMIC INDICATORS 2017-2021

Indicators	Unit	2017	2018	2019	2020	2021
GDP growth rate	%	2.5	4.0	2.2	-11.1	+13.3%
Growth in domestic demand	%	1.4	4.3	2.3	-9.8	+14.4%
Fiscal balance	% of GDP	-3.2	-2.5	-1.6	-8.9	-2.6%
Current account balance	% of GDP	-1.2	-1.7	-1.5	0.5	-2.8%
Inflation	%	1.4	2.2	1.9	2.0	6.4%
Exchange rate	S/ per Dollar, end of FY	3.24	3.38	3.32	3.6	3.99%

In 2021, the global economy recovered by 5.5%, driven by high consumer spending, a rebound in investment and stronger trade growth. This growth slowed at the end of 2021 because economic and tax incentives reached their final stage, and due to major disruptions in supply chains, and new emerging COVID 19 variants. After one of the worst crises in its history, US GDP grew 5.7%, driven by private consumption growth. In China, GDP grew 8.1% mainly due to increased exports.

In Latin America, growth reached 6.5%, mainly due to progress in vaccination that allowed governments to soften restrictions and reopen the economy. Furthermore, the region benefitted from a strong demand from China and the United States, high commodity prices and increased remittance inflows.

2.2 Sectoral environment

The metal mining sector experienced an increase in production as compared to the former year due to the economic recovery throughout 2021. This was evidenced by a

higher production of iron (36.3%), tin (30.7%), silver (21.5%), zinc (14.8%) gold (9.7%), lead (9.3%), copper (6.9%) and molybdenum (6.1%). Mining investments in 2021 reached USD 5,238 M, growing 21.1% as compared to 2020. Quellaveco project remained at the top, representing 25% of total investments. Likewise, Antamina and Southern Peru remained in the second and third place with 9.2% and 6.5%, respectively.

Domestic copper production continued the upward trend of the last quarter of 2020, and was gradually increasing until December, when road blockades affected the area of direct operations of Minera las Bambas. The company with the largest share in copper production is Antamina, followed by Cerro Verde, Southern Perú Copper and Las Bambas, which represent 68.7% of total production. It is worth emphasizing that Mina Justa project started operations in July 2021, contributing to copper and silver production nationwide.

Gold production amounted to 96.6 FMT, reflecting a 9.7% growth as compared to



2020. The main gold producing regions are still La Libertad, Cajamarca and Arequipa. In terms of share, Minera Poderosa remains the main gold producing company, followed by Minera Yanacocha and Minera Aurífera Retamas, which account for 25.0% of total production.

As for zinc, Ancash is the region with the highest production in the national territory. The positive scenario was mainly due to Volcan's better performance, who reported historical production numbers. The main zinc producers are still Antamina, Volcan and Nexa Resources, which account for 51.1% of the domestic production.

Regarding tin production, a 30.7% year-on-year growth was recorded. This result corresponds to San Rafael unit and the B2 plant of Minsur, the only tin producer nationwide. Moreover, refined tin production of our Smelting Plant and Refinery of Pisco grew 32.4%, as compared to 2020.

In the international context, base metal prices had an upward trend due to the recovery of the main industrial countries (China and the US), while precious metal prices fell amid the global economic

recovery. The average price of copper, lead, zinc and tin was higher than the previous year, while the price of gold and silver started the year with an upward trend that gradually declined, as economies recovered from the impact of the pandemic.

Advantageous prices of the main products and the increase in shipped volumes, led to a growth in exports from the metallic mining sector. This resulted in a larger contribution to the communities (through mining canon, legal and contractual royalties, fees for operational rights and penalties), reaching S/6,632 M, which represents a 59.3% growth, as compared to 2020.

2.3 Market performance

Tin

During the year, tin maintained an upward trend. It started the year at \$21,034/tm and ended it at \$39,635/tm, i.e., a rise of 88%. The average price for the year was \$32,678/tm.

The upward momentum was sustained over the year. In the first quarter tin price grew 32%, 23% in the second one, 9% in the third one, and 8% in the last quarter of the year. The rise reflects the global recovery of

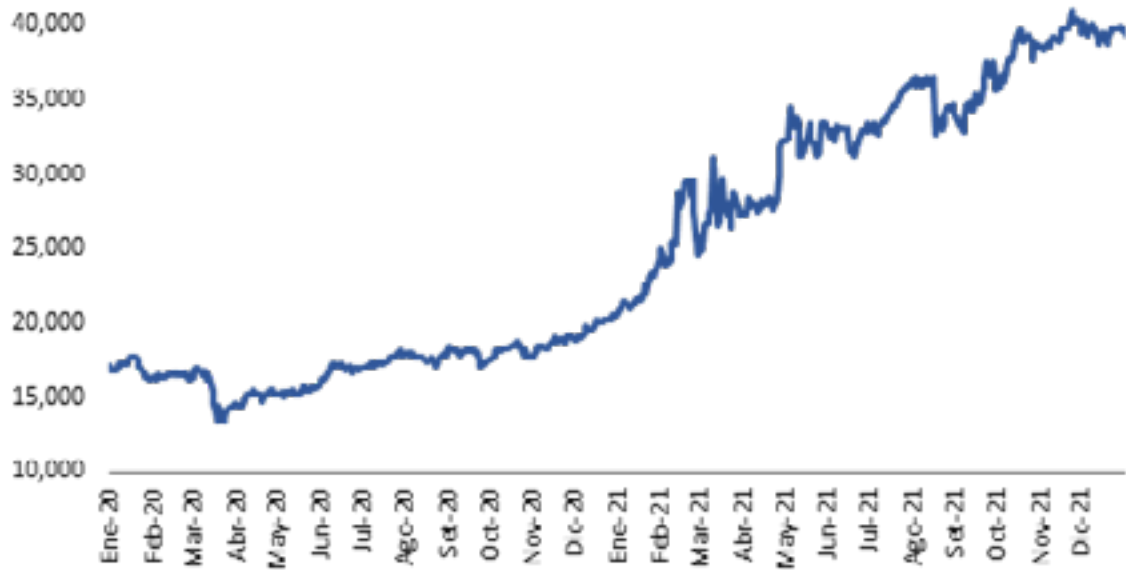
TABLE. PERCENTAGE VARIATION OF MINING PRODUCTION GROWTH (%) 2021

Sector	2017	2018	2019	2020	2021
Copper	3.9%	-0.4%	0.8%	-12.5%	6.9%
Gold	-1.2%	-6.1%	-8.4%	-32%	9.7%
Zinc	10.2%	0.1%	-4.7%	-5.3%	14.8%
Silver	-1.6%	-5.8%	-7.2%	-22.5%	21.5%
Molybdenum	9.2%	-0.4%	8.6%	5.7%	6.1%
Lead	-2.4%	-5.7%	6.6%	-21.9%	9.3%
Iron	14.9%	8.3%	6.1%	-12.1%	36.6%
Tin	-5.2%	4.6%	6.7%	4.0%	30.7%

the economy, as well as a solid demand of electronics, which circuits depend on tin. Likewise, better prices are also explained by temporary supply restrictions, both from producers in Southeast Asian countries, who have not yet recovered their pre-covid production levels, as well as from producers in China, who suffered disruptions in their production processes (commodities and energy).



CHART. INTERNATIONAL TIN PRICE (USD PER TON) 2020-2021



Gold

Throughout 2021, gold price remained relatively stable between \$1,685/oz and \$1,956/oz, a lower fluctuation than in previous years. This lack of trend is due to higher expectations of rising interest rates, offset by higher expectations of high inflation. The year's average price was \$1,816/oz.

CHART. INTERNATIONAL GOLD PRICE (USD PER OUNCE) 2020- 2021





3. OPERATING PERFORMANCE

We shall mention that the scope of our 2021 Annual Report covers Minsur S.A. Though the introductory chapters explain Minsur's relationship with its subsidiaries, the report on financial, social and environmental information corresponds to Minsur, i.e., San Rafael MU, the SPR of Pisco, Pucamarca MU and our offices in Lima.

3.1 Mining units and projects

3.1.1 San Rafael MU

In 2021, tin production grew over 30% (San Rafael and B2) as compared to 2020. These results reflect stabilization of operations after Covid-19 restrictions -set forth by the government within the framework of the National State of Emergency- were lifted, but they are also the consequence of several investments and efficiency initiatives that we have been developing, such as the B2 Tailings Reuse Plant.

Over the year, we received concentrates from the new B2 Plant, which -after consolidation of final commissioning- reached and stabilized all estimated design parameters. This plant exceeded the parameters of fine tin production, concentrate quality and metallurgical recovery. It will contribute with a production of 45,000 tons of fine tin during its estimated 9-year lifespan.

OUTPUT INDICATORS OF SAN RAFAEL MU 2018-2021

Category	Indicator	Unit	2018	2019	2020	2021
Mine	Extracted mineral	t	1'084,700	1'111,464	967,087	1'296,045
	Extracted ore grade	% Sn	1.56%	1.66%	1.90%	1.99%
	Progress	m	18,724	18,105	12,907	23,955
Plant	Treated mineral – Total plants	t	1'871,288	1'981,097	972,152	1'242,304
	Treated mineral – Concentrator plant	t	1'134,926	1'159,299	985,426	1'122,127
	Treated ore grade	% Sn	1.75%	1.86%	1.90%	2.08%
	Total recovery	%	93.39%	94.19	93.01%	94.03%
	Fine Sn	t	18,601	20,273	20,648	26,996
	Plant utilization	%	98.24%	97.75%	97.63%	97.32%
Mining unit	Cost per ton treated	USD/tt	64.00	65.50	112.00	USD 128.5 ¹

OTHER INDICATORS OF SAN RAFAEL MU 2018-2021

Indicator	Unit	2018	2019	2020	2021
Diamond drilling	m	38,444	36,944	9,579	41,467
Resource volume					
» Calculated tonnage	t	1'921,096	1'481,961	355,900	1'464,688
» Calculated Sn grade	%	2.45%	2.02%	1.97%	1.91%
» Calculated fine Sn	t	47,109	29,970	7,028	28,046
Total concentrate produced	t	48,407	52,347	52,990	53,182
Total concentrate grade produced	%	38.43%	38.73%	41.28%	41.35%

TABLE. RESOURCES OF SAN RAFAEL MU

Type	Location	Cut-Off Sn%	Kt	Sn%	Content Sn TM
Measured	Underground Stockpiles	0.46 0.21	4,470.1 56.9	2.72 0.67	121,700 400
Total Measured			4,527.0	2.70	122,100
Indicated	Underground Stockpiles	0.46 0.21	3,491.1 35.1	2.09 0.54	73,000 200
Total Indicated			3,526.2	2.08	73,200
Total Measured + Indicated			8,053.2	2.42	195,300
Inferred	Underground Stockpiles	0.46 0.21	3,131.2 0.5	2.35 0.73	73,600 0
Total Inferred			3,131.7	2.35	73,600

1. Increased cash costs due to additional expenses to address the Covid-19 situation, and a reduction in tonnage treated at the ore sorting Plant.

TABLE. RESERVES OF SAN RAFAEL MU

Type	Location	Cut-Off Sn%	Kt	Sn%	Content Sn TM
Proven	Underground	0.69	3,475.2	2.22	77,200
Probable	Underground	0.69	2,787.8	1.95	54,200
Total Underground			6,263.0	2.10	131,500
Proven	Stockpiles	0.69	51.1	0.72	400
Probable	Stockpiles	0.69	28.3	0.61	200
Total Stockpiles			79.3	0.68	500
Total Reserves			6,342.4	2.08	132,000

Notes:

- » Mineral resources are inclusive of ore reserves.
- » Mineral resources are estimated using the price USD 24,417/t Sn (including a USD 417/t premium for the quality of refined Sn).
- » Ore reserves are estimated using the price USD 21,417/t Sn (including a USD 417/t premium for the quality of refined Sn).
- » The cut-off grade for underground reserves, shown in the table above, is equal to the average cut-off grade calculated for 4 different mining methods.
- » Reserves include ore contained in bridges and pillars, which extraction feasibility was defined by a study conducted by AMEC.

3.1.2 SPR of Pisco

In Pisco, refined tin production exceeded by 32% last year's production. Thus, we stabilized operations after overcoming the restrictions decreed by the Government to address the pandemic. It is worth mentioning that, over the year, furnace capacity increased as a result of applying and stabilizing Lean methodologies. Thus, in 2021 we reached the highest concentrate processing rate in the last 14 years.

OUTPUT INDICATORS OF SPR OF PISCO 2018-2021

Category	Indicator	Unit	2018	2019	2020	2021
Plant	Sn concentrate fed	Kt	48,139	51,860	53,307	68,886
	Sn grade in concentrate	%	38.38%	38.50%	38.83%	39.24%
	Marginal slag fed	Kt	30,915	11,903	188	0
	Sn in the marginal slag fed	%	1.30%	1.11%	1.11%	0%
	Rotatory furnace slag fed	Kt	1,091	3,052	1,530	1,366
	Sn grade in rotatory furnace slag	%	15.58%	15.32%	15.22%	15.14%
	Refined tin production	Kt	18,339	19,675	19,592	25,947
	Recovery	%	97.15%	96.91%	94.76%	96.00%
	Tin grade waste slag	%	0.58%	0.55%	0.60%	0.57%
	Smelter utilization	%	89.18%	87.63%	80.39%	87.6%
	Refinery utilization	%	48.16%	54.40%	45.04%	58.8%

3.1.3 Pucamarca MU

Pucamarca MU's production operations also stabilized once the restrictions decreed by the Government due to the State of National Emergency caused by the pandemic were lifted. Gold production in ounces exceeded by 3.5% the production target for 2021, and production results show a decrease in the deposit's grade profile and a consequent lower recovery than that considered in the Life of Mine Plan.

TABLE. OUTPUT INDICATORS OF PUCAMARCA MU 2018-2021

Category	Indicator	Unit	2018	2019	2020	2021
Mine	Extracted mineral	t	8'242,116	8'251,414	7'586,147	7'863,619
	Extracted ore grade	g/t	0.57	0.59	0.48	0.48
PAD	In-PAD ore	t	8'219,641	8'281,726	7'572,278	7'748,450
	In-PAD ore grade	g/t	0.57	0.59	0.48	0.47
Plant	Gold ounces produced	oz	103,538	101,799	80,215	68,954
	Historical recovery	%	74.64	73.27	72.81	71.55
	ADR plant utilization	%	98.01	98.00	97.02	96.03
Mining unit	Cost per treated ton	USD/tt	4.42	5.45	5.44	5.86

TABLE. RESOURCES OF PUCAMARCA MU

Type	Cut-Off Au (g/t)	Mt	Au g/t	Content Au Koz
Measured	Variable	25.2	0.32	262.9
Indicated	Variable	16.3	0.34	177.8
Total Measured+Ind		41.4	0.33	440.7
Inferred	Variable	2.4	0.25	18.9

TABLE. RESERVES OF PUCAMARCA MU

Type	Cut-Off Au (g/t)	Mt	Au g/t	Content Au Koz
Proven	Variable	15.2	0.36	174.0
Probable	Variable	6.1	0.37	72.6
Total RESERVES		21.2	0.36	246.5

Notes:

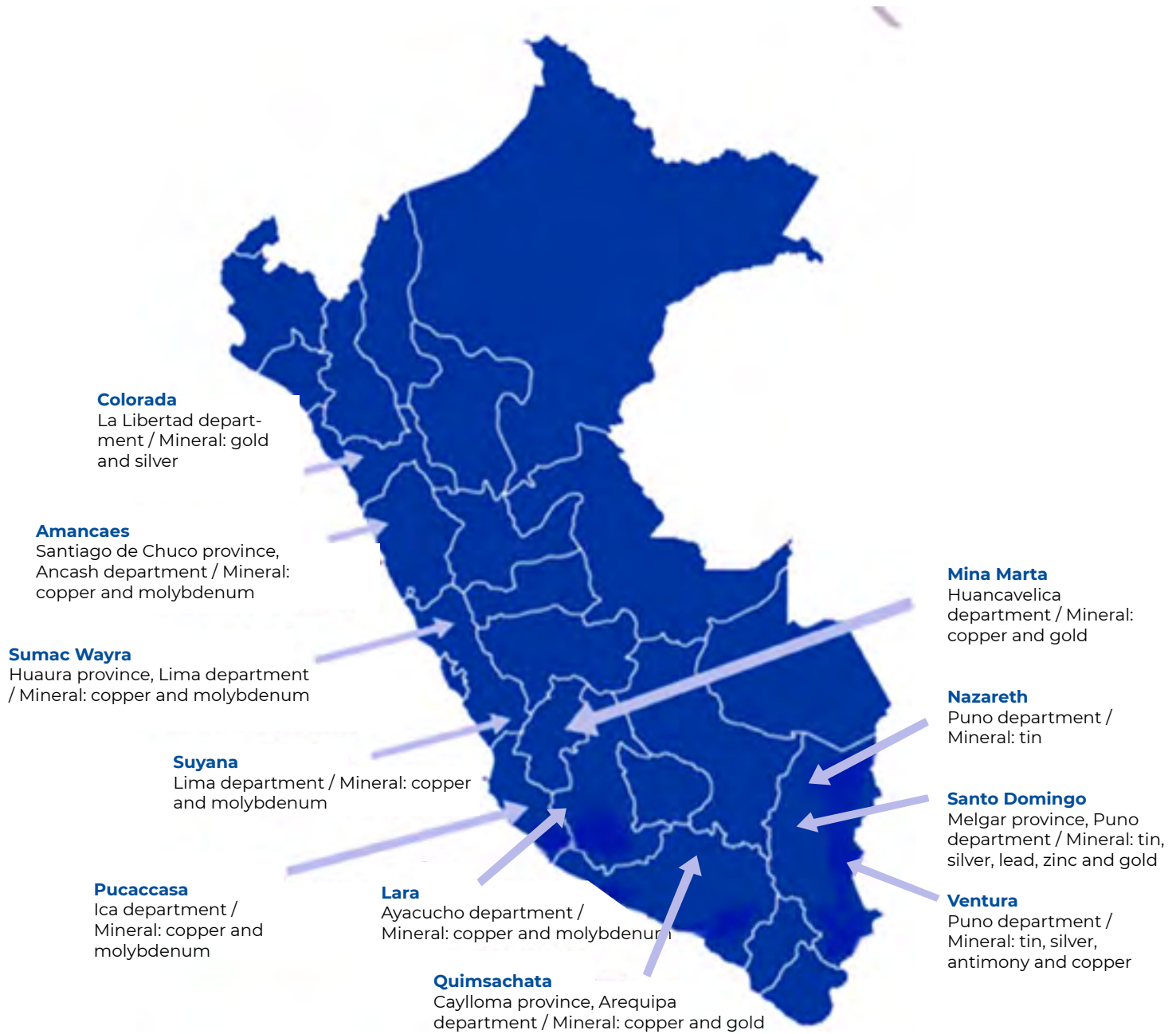
- » Mineral resources are inclusive of ore reserves.
- » Resources are expressed within optimized pit shell limits, corresponding to three deposits: Checocollo, Morrenas and Caldero.
- » Reserves are expressed within optimized pit shell limits, corresponding to two deposits: Checocollo and Morrenas.
- » The Au price to estimate mineral resources is USD 1,700/oz.
- » A new alteration model applies to Checocollo.
- » At Checocollo the limit for estimating resources and reserves at the Peru-Chile border has been considered in 20m, and at Morrenas in 10 m.
- » The Au price to estimate ore reserves is USD 1,500/oz.



3.2 Explorations

OUR EXPLORATION PROJECTS

In order to ensure a long-term supply of resources, we invested in several exploration projects to identify new opportunities and ore deposits.



1. Nazareth project

Nazareth tin project, located in Puno region, completed in May 2021 the identification study stage, presenting an acceptable business case based on the ongoing use of the B2 plant, which supported the decision to move on to the next “Selection” stage.

MINERAL RESOURCES OF NAZARETH PROJECT

Type of resources	Resources (Mt)	Sn (%)	Cu (%)	Pb (%)	Zn (%)	Ag (g/T)	Sn (TMF)
Measured	0.09	0.94	0.44	0.05	0.19	15.00	885
Indicated	6.99 (*)	1.17 (*)	0.57	0.19	0.80	35.00	81,646 (*)
M & I	7.09 (*)	1.16	0.57	0.19	0.79	35.00	82,530 (*)
Inferred	6.60 (*)	1.24	0.50	0.19	0.73 (*)	27.00	82,049 (*)
Total	13.68 (*)	1.20	0.54	0.19	0.76	31.00	164,579 (*)

(*) Note: The data reported in Minsur’s Annual Report 2021 (Spanish) has been adjusted. Nazareth estimate updated as of November 30, 2021.

2. Mina Marta Project

Mina Marta copper and gold project, located in Huancavelica department, completed in October 2021 the profile-level review of AMEC’s conceptual study (2015), updating the geological model with data generated by the exploration campaign 2020-2021, as well as the economic parameters. This update resulted in a substantially better business case, which supported the decision to prepare a Preliminary Economy Assessment (PEA) in 2022 to confirm that the case is solid and provide a clearer socio-environmental risk analysis.

MINERAL RESOURCES OF MINA MARTA PROJECT

Type of resources	Tons	Cu (%)	Au g/t	Mo%	As%	Ag g/t
Measured	56,238,941	0.414	0.129	0.017	0.023	0.634
Indicated	126,914,412	0.336	0.137 (*)	0.013	0.014	0.709
M & I	183,153,353	0.360	0.134	0.014	0.017	0.686
Inferred	228,705	0.230	0.051	0.002	0.016	0.711
Total	183,382,058	0.360	0.134	0.014	0.017	0.686

(*) Note: The data reported in Minsur’s Annual Report 2021 (Spanish) has been adjusted. Estimate updated to August 2021

3. Sumac Wayra project

Sumac Wayra project, with 12,491 hectares, was acquired from Newmont under an assignment of rights and option to purchase agreement in February 2020. It is a potential porphyry copper and molybdenum deposit. Newmont conducted 15,000 m (DDH) of diamond and geophysical drilling on a limited area between 2013 and 2019, confirming its geological potential.

In 2021, we renewed the usufruct agreement with the peasant community Ihuari, extending it to 2024. In the second half of the year, we started aerial topographic survey works using laser scanning, high-resolution orthophoto surveying, detailed geological mapping and geochemical sampling. In December we completed the IP geophysical survey (AG-DAS) over the 1km² area that covers the main zone of the deposit. In addition, we initiated the studies required to cancel the Newmont’s

expired Environmental Impact Statement-type permit and started baseline studies to request a new EIS-type environmental permit for Minsur.

We also relogged 15,000m of Newmont's historical cores and conducted the multispectral scanning of 4,000m of the most representative cores. In addition, we collected 1,200 samples to determine specific weight and 1,600 samples of rejection and pulp resampling to meet the requirements of the international JORC code. Newmont's data underwent internal audit and validation. In 2022 we will complete the geological mapping and geochemical prospecting. In addition, 746km of aeromagnetic and radiometric survey and 116km of polarized induction geophysical survey will be completed.

4. Santo Domingo Project

Exploration works for this tin project in Puno region remained suspended and we requested the Ministry of Energy and Mining (MEM) to extend the suspension of the current semi-detailed Environmental Impact Assessment (sdEIA) until October 2022. Thus, our in-field activities focused on maintenance works and repairs to the camp infrastructure. We also continued our environmental monitoring, as established in the current sdEIA, and focused on social work in the areas of direct and indirect influence, specially providing support to restart local economic activities, mainly livestock farming.

5. Ventura project

It covers 5,200 hectares and is one of Minsur's own projects. It is located in the south, in Puno department, northwest of our Santo Domingo project and right next to it.

In this place we find antimony, silver and copper mineralization with some tin geochemical anomalies. Notwithstanding, the project was not systematically assessed in the past. Thus, in 2021 we started working on social awareness and negotiating right-of-way agreements with the owners of the 23 neighboring properties. In October, we started a detailed geological mapping and systematic geochemical sampling, covering 17% of the project's total area. In 2022, we will complete the geological and geochemical studies, establishing the geological potential of the area.

6. Quimsachata project

This 5,900-hectare project is also one of Minsur's own projects. We have found copper and gold mineralization, probably of IOCG type. Between 2008 and 2009 we conducted a limited diamond drilling campaign, confirming the mineralization's extension at depth. In 2017, we reactivated the project and conducted geophysical surveys (AG DAS), which revealed that the mineralization continued beyond the drilled area.

In 2021 we completed the baseline studies for the EIS-type environmental permit. Our field works finished relogging historical cores, updating the deposit's 3D model and designing the diamond drilling schedule for 2022. For this year we have programmed a diamond drilling campaign of 7,000 m to confirm the mineralization's extension in the area identified with the AG DAS geophysical survey.

7. Colorada Project

It has an area of 11,100 hectares and was acquired from Newmont under an assignment of rights and option to purchase agreement signed in February 2020. The

project is located in La Libertad department, and it evidences high-sulphidation epithermal gold and silver mineralization.

In 2021 we conducted aerial topographic survey works using laser scanning, a high-resolution orthophoto survey and a cadastral survey. Our social responsibility department conducted social awareness campaigns and -in particular- focused on establishing good relationships with the social organizations in the area, including Rondas Campesinas (peasant patrols). In December, we started the project's social mapping, gathering perceptions and expectations, aiming at understanding the project's sociopolitical environment in detail.

In 2022, we expect to formalize our relationship with the main social organizations in the area of direct and indirect influence of the project and initiate geological and geophysical surveying.

8. Amancaes project

With a 4,000-hectare area, the project was acquired from Newmont under an assignment of rights and option to purchase agreement dated February 2020. This project is located in Ancash department, and we have found porphyry copper and molybdenum mineralization. In 2021, we conducted the social monitoring of the project's area of influence. In December we started the project's social mapping, gathering perceptions and expectations in order to understand the socio-political environment in detail. In 2022, we expect to formalize our relationship with the main social organizations in the area of direct and indirect influence and ensure the project's social feasibility.

9. Suyana project

It has 8,100 hectares and was acquired from Newmont under an assignment of

rights and option to purchase agreement dated February 2020. In this project, located in Lima department, we found porphyry copper and molybdenum mineralization. In 2021, we conducted the social monitoring of the project's area of influence. In December we started the social mapping of the project, gathering perceptions and expectations to understand the socio-political environment in detail. In 2022, we plan to formalize ties and relationships with social organizations to ensure the project's feasibility in the areas of direct and indirect influence.

10. Pucaccasa project

It was acquired from Newmont under an assignment of rights and option to purchase agreement signed in February 2020, and it has an area of 8,300 hectares. This project is located in Ica department and there is evidence of porphyry copper and molybdenum mineralization.

In 2021, we conducted the social monitoring of the project's area of influence and in December we started the social mapping, gathering perceptions and expectations. This allowed us to better know the socio-political environment of the project. Similar to Amancaes and Suyana projects, in 2022 we expect to formalize our relationship with the main social organizations of the area of direct and indirect influence to ensure the project's feasibility.

11. Lara project

This project has 5,599 hectares and was acquired from Minas Dixon under an assignment of rights and option to purchase agreement dated June 2020. It is located in Ayacucho department, only 86km north from Mina Justa, and there is evidence of porphyry copper and molybdenum mineralization. This project has geophysical surveying, as well as diamond and reverse air drilling done in the past.

In 2021, we validated historical data under the JORC standards, relogging 7,500m of Minas Dixon's DDH cores; we conducted the resampling and reanalysis of 20% of pulps and rejects from drilling samples; multispectral scanning of 1,500m of the most representative drill cores; and QA/QC internal audit.

In addition, we made a survey of possible archaeological remains over the entire area of the project (1,803 hectare), a legal feasibility study and also a socio-cultural study of the area of direct influence. In 2022 we will conduct a PEA and baseline studies to obtain an EIS-type environmental permit. We will continue engaging our stakeholders in the area of direct and indirect influence to ensure the project's social feasibility.

Generating projects

The generating project program restarted in 2021, with an emphasis on the geographical diversification of our exploration activities outside of Peru. In 2022, the program will maintain the same approach and put more emphasis on identifying projects -mainly gold projects- in advanced stages of development in jurisdictions that are conducive for the development of mining projects with stable legal regimes. In Peru, we will focus on specific opportunities identified when reviewing our databases of more than 3,000 historical reports generated when fieldworks were restricted in 2020/2021.



3.3 Human Resources

BREAKDOWN OF COLLABORATORS PER YEAR, EMPLOYMENT STATUS AND TYPE OF CONTRACT

Employment status	2019		2020		2021	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Employees	246	119	332	10	434	51
Officers	77	2	87	3	51	2
Workers	890	275	844	109	891	152
Subtotal	1,213	396	1,263	122	1,376	205
Total	1,609		1,385		1,581	

Note: Minsur SA. scope

BREAKDOWN OF COLLABORATORS BY GENDER IN 2021

Collaborators	N°	Percentage of total collaborators
Male	1,458	92.2%
Female	123	7.8%
Total	1,581	100%

Nota: Minsur SA. scope

a. Focus on people

The persistence of the pandemic made us redouble our efforts to ensure proper physical and mental health on an ongoing basis, as well as constant communication with our collaborators and their families. In 2021, we promoted 2 new initiatives to address the needs that arose from the health crisis: Healthy families and Emotional support.

Healthy families:

an initiative developed to identify the degree of vulnerability of our collaborators in terms of education, health, employment, housing and networks. In March 2021 we conducted a diagnosis that covered 82% of our own workforce (technicians and workers). We identified that about 26% of our collaborators lived in vulnerable households. Based on this diagnosis we took action, focusing on reducing vulnerability in 2 dimensions.

- » Health: we enabled access to health insurance -through Essalud and Minsa- for those relatives of our collaborators, who are not part of their core family.
- » Housing: we started a diagnosis of infrastructure in order to prepare a support plan for substandard housing cases.

The program will consolidate in 2022. Nevertheless, in 2021 we achieved the following results:

- » 94 family members were affiliated to the SIS (Comprehensive Health Insurance) and Essalud, thus helping 46 collaborators.
- » We visited 29 households to validate their incorporation to the program in 2022.
- » We identified 66 collaborators, who lacked basic studies, with whom we expect to start our third project in 2022, which is focused on reducing education vulnerability.

Emotional Support:

It continues with the program we started in San Rafael MU in 2020, which reached 170 professionals and supervisors. In 2021, due to the pandemic, we focused again on mental health problems that the health crisis imposed to our collaborators and their families. Thus, we identified urgent care cases that led to psychological interventions with therapy sessions. The program had the following results:



b. Development

In 2021, thanks to the work conducted by the human resources teams of our operating units, we continued focusing on the professional development of our collaborators through several training programs. These programs allowed us closing gaps and develop their potential, with the following results:

TABLE. TRAINING HOURS 2021

Gender	Nº collaborators	Nº of training hours	Average hours
Male	1,563	73,182	46.82
Female	152	5,197	34.19
Total	1,715	78,380	45.70

Nota: El número total de colaboradores capacitados incluye a personal que puede haberse retirado de la empresa durante el año por ello difiere del total de colaboradores al cierre del período. Alcance: Minsur S.A.

In addition to our units' efforts, 2 initiatives were launched at the corporate level to reach all our staff: Relaunch of our +Leader program and the Harvard Manage Mentor initiative.

+ **Leader**

program is focused on improving leadership skills and it reached all our professionals until 2020. In 2021 we resumed the program with 2 virtual editions, extending it this time to our technical supervisors. Currently, all our managing staff participates in the program. To date we have achieved the following results:

- » 6,498 person-hours of training for professional employees
- » 888 person-hours of training for technicians and workers
- » 90% of satisfaction
- » 89% of support
- » 160 training sessions held

Harvard Manage Mentor

is a strategic alliance we built in 2021 with the Harvard Business school. It has provided us access to its online platform, thus making 12 courses available to all our staff in the mining division, so that they improve their leadership skills. Currently, 53% of our professionals are using the platform.

c. Internal communication and engagement

We defined a strategy to bring leaders closer to their teams and start a new culture of recognition. In 2021, we continued our online talks led by our General Manager, which are held on a monthly basis with the collaboration of Minsur's main leaders. These meetings help us maintaining the alignment, create a space to thank our collaborators and report our achievements and the progress made in our operating units. In 2021, this practice has also been implemented in our operating units, aiming at strengthening the leadership role of our unit managers and their proximity, while promoting our collaborators' participation.

In addition to the abovementioned, it is worth highlighting that in 2021 we have implemented recognition programs in San Rafael MU and the smelting plant of Pisco, aiming at making good performance visible and strengthening our meritocratic culture.

d. Performance management

Our Performance Management program (PMO), which has the participation of 100% of our staff, is one of our strongest efforts. It adapts and improves according to our business needs. Its strength is based on a continuous assessment of objectives and of the skills of our collaborators, and it is divided in 4 stages:

1. Setting objectives
2. Half-year feedback
3. Final assessment (360° assessment, self-assessment, evaluation by direct supervisor and calibration)
4. Development (final feedback and development plans).

Furthermore, we annually conduct a Talent mapping (measuring potential and performance), to make sure we have the appropriate talent and to identify successors for critical positions. In 2020, the Talent mapping reached 13% of our professional population. In 2021, after completing the digitalization of our program's tools in the GIT platform (based on SAP Success Factor), we were able to expand our Talent mapping and we reached 70% of our professionals.

As a result of this greater talent visibility, in 2021 we improved our internal recruitment processes, with 43.90% of positions covered internally. This means that almost half of our recruitment processes are covered thanks to our staff's growth and development.

e. Evolution: Purpose-Strategy-Culture

In March 2021 we started our Evolution program, which aims at aligning our strategy with an inspiring goal and a unique people-oriented culture. Why did we choose the word “evolution”? We decided to use this concept since we are proud of our past, but we are also aware that there are changes and improvements we have to make to become sustainable over time.

To define our purpose, we established the engagement and participation of our leaders, collaborators, communities and customers as our premise and priority. This process was led by our General Manager and the Management Committee, accompanied by our Human Resources staff and La Nacion consulting company.

Next, you will find some details of our discovery journey:

- » We held 3 co-creation sessions with the EXCO,
- » We talked to 3 customers,
- » We conducted +80 individual interviews and +250 people participated in focus groups.

- » More than 950 people participated in online activities.
- » Over 320 collaborators participated in online surveys.
- » Out of 100% of participants, 61% were technicians and workers.

Our people-oriented culture

Led by our General Manager, with the participation of the main leaders of the company and accompanied by David Fischman, we started defining our culture (conducts and behaviors). To achieve this, we used the philosophy of our Lingo (Lean Management) program as our foundation and built on the premise of strengthening a people-oriented culture.

In 2021 we conducted an exhaustive research process. We defined our culture (through conducts and behaviors) in workshops conducted with the Management Committee, and then we reviewed and validated it through a series of interviews and focus groups with leaders and collaborators. We completed the process with an online survey, with the participation of 87% of our staff, which allowed us defining our baseline and preparing a culture plan to work on in 2022.



Next, you will find some details of this process:

- » Over 150 leaders participated in our co-construction workshops.
- » Over 336 collaborators participated in our focus groups for culture validation.
- » We conducted 35 individual interviews to key leaders of the organization.
- » 87% of participation in the online culture survey.

2022 will be the year of our Evolution. After having completed the preparation and research processes, we are about to launch our Purpose, which shall guide all our strategic decisions. Likewise, we will work intensely with our leaders so that they set the example and help modeling our desired culture.

Diversity and inclusion

Our company includes people from different cultures, with different professional experiences and skills, who contribute with a diversity of perspectives and thoughts: this is Minsur's great family, which becomes richer with every member.

They remind us, day after day, of our company's infinite possibilities and lead us -with their values, talent, effort, and dedication- to the fulfillment of our goals.

To continue strengthening diversity and inclusion in our company, in 2021 we worked on different initiatives to increase women's participation in our company.

- » We conducted the first gender equity perception survey.
- » We formed the Gender Diversity Committee.
- » We joined Women in Mining and now we participate in their program Women Miners of the Bicentenary.

These initiatives -together with other efforts made in our operations- allowed 15% of our processes (56 of 363) to be covered by women. Likewise, 18% of our promotions (21 of 117 promotions) were filled by women within the organization.

Progress made on the prevention of sexual harassment

- » We disseminated our Policy for the prevention and punishment of sexual harassment to all our collaborators.
- » We prepared and disseminated an e-learning course on the prevention and punishment of sexual harassment through the GIT platform and more than 98% of the staff in Lima and our units took part in it.
- » We conducted a specific compliance workshop for Minsur's leaders. The subject: Prevention and Punishment of Sexual harassment at work.
- » A Compliance and Ethics workshop was provided for our staff in Lima and our units, which included a module on sexual harassment at work (prevention and punishment).
- » Our Sexual Harassment Intervention Committee received training.
- » The Intervention Committee investigated all complaints on sexual harassment and sexist behavior, issuing the corresponding Reports to the HR department.
- » The Corporate Policy on the Prevention and Punishment of Sexual Harassment at work was disseminated in Minsur's website, through our compliance newsletters.
- » We published newsletters on zero tolerance for sexual harassment and violence against women.

3.4 Social Management

2021 was affected by the extension of the National Emergency due to Covid-19 spread, and the rise of a second wave with strong negative impacts on the country's health and economic scope.

Within this context, our challenge was to maintain the continuity of our operations. With that aim, we continued working with our stakeholders on strengthening trust in the strict protocols we apply. Furthermore, it meant continuing with certain initiatives aimed at strengthening the local health system to deal with the pandemic's effects, in collaboration and coordinating with the competent authorities.

On the other hand, 2021 presented a complex social and political context, due to the change in government that resulted in higher expectations from the people. Thus, we had to make efforts to generate greater engagement, especially in San Rafael mine, where negotiation tables were organized to renew Framework Agreements in Antauta and Ajoyani districts.

It is expected that 2022 will also be a very active year in terms of social management, due to the projects' development objectives that shall be fulfilled in our mining units, the implementation of agreements signed with the communities, and because of the country's social and political situation.



Engagement with the communities

Minsur's engagement with its communities has become more planned and systematic, without disregarding the principles guiding it. In 2021, we consolidated our tools for compliance, participation and communication, complaint and grievance management, and local employment. These respond to a management system that is in line with international standards and our corporate principles. Moreover, an ethical and responsible interaction with our stakeholders is constantly monitored. It is worth mentioning that these efforts will be continuously maintained, improved and disseminated.

Our social investment

In 2021 we made investments for voluntary initiatives coordinated with the community, we fulfilled commitments and provided support within the Covid 19 context, which were mainly related to health and education.

San Rafael MU

2021 was a complex year for San Rafael MU. Together with our neighboring communities, we continued implementing and enhancing our Covid-19 protocols, and we joined efforts made by the authorities to improve healthcare services.

Among the health supporting initiatives that represented an investment of over USD 650,000, the following actions stand out:

- » Donation and installation of a 10m³ oxygen-tank filling system with a 16nm³/h capacity for the proper operation of the oxygen plant at the San Juan de Dios de Ayaviri Hospital–Melgar province.
- » Money donation to hire health professionals for Melgar health network and Carabaya health network (Antauta and Ajoyani healthcare centers).
- » Donation of 2 type-II rural ambulances: one for Antauta healthcare center and

the other for Ajoyani healthcare center.

- » Maintenance of health infrastructure of Ajoyani healthcare center, which will benefit over 2,100 people.

In terms of social investments, over the year we spent about USD 7 million in projects and initiatives that contribute to improve the local population's quality of life. The following initiatives and projects stand out:

- » Second stage of the “Solar heater installation” project in Ajoyani, which seeks to contribute to the implementation of healthy homes to reduce vulnerability of children and elderly vis-a-vis climate change. 169 households benefited from it.
- » “Milking parlors and alternatives” project, in the Larimayo basin, as well as oat and improved pasture planting in Antauta, Larimayo and San Juan, which helped improving farmers' revenues. Over 1,000 households benefited from it.
- » Animal deworming in Antauta, Ajoyani and Queracucho peasant community, aiming at providing proper treatment and preventing parasitic diseases in over 25,000 animals. 967 households benefited from it.
- » “Improved kitchens” in Larimayo, aiming at improving health conditions of 118 households.
- » Donation of 1,638 tablets to improve access to online education during the pandemic in San Antón and Potoni districts.
- » Donation of 709 laptops to provide internet access to higher education students of Antauta and Ajoyani districts and the Queracucho peasant community.
- » Financing for the implementation of communication infrastructure (installation of antennas) and the provision of internet access (for 12 months) for 30 schools in Antauta, Ajoyani and Queracucho, at the 3 levels of education (pre-school, elementary school and high school), benefiting about 1,491 students.



Regarding Local Employment, 29.5% of our total workforce in 2021 were local workers. Such percentage represents 1,570 local collaborators working in San Rafael, either for Minsur or for Minsur's contractors.

Furthermore, the local training program led by CETEMIN was initiated, and it allowed the recruitment of 35 local workers by Minsur. In addition, there are other programs being implemented, which will train 200 people to develop the necessary skills to work for Minsur's contractors.

Regarding local procurement, USD 24.1 million were generated by local businesses (canteens, lodging, delivery and others) hired by Minsur and its contractors. Thus, we contributed to the economic reactivation of the area.

Pucamarca MU

In coordination with local and regional authorities, we made contributions to address the Covid 19 pandemic, which amounted to more than USD 300,000. Some of the most relevant were:

- » In coordination with Palca municipality, we delivered food, hygiene, and biosafety kits for the locals.
- » Donation of personal protection and biosafety equipment, oxygen tanks and other medical inputs to the Local Health Administration Committee - Palca.
- » Donation of inputs and equipment to detect and treat Covid cases within the framework of the Cooperation Agreement entered into with the regional government.
- » Donation of 37 tablets for students and teachers in schools of Palca peasant community and Anexo Ingenio.

Regarding farming development programs, we donated tools and fertilizer for farmers of the Ataspaca peasant community. On the other hand, we provided support for the preparation of the technical file for the installation of a pressurized irrigation system for alfalfa plots in the Vilavilani peasant community, which will be implemented in 2022.

Last but not least, we supported the Local

Health Administration Committee – Palca in the implementation of nutrition workshops, by donating 90 food kits and supplements to treat malnourished children. Regarding education-related efforts, we donated biosafety materials to help with the partial return to school, and implemented a prefab module to support a school feeding program implemented by the National Qaliwarma program.

SPR of Pisco

Our commitment to support health emergency efforts remained our priority. Thus, the municipal Health Brigade of Paracas received a donation of oximeters, alcohol, facial shields and masks.

We contributed to the recovery of green areas in Paracas district and supported environmental education and beach cleaning campaigns organized by the municipality and the Local Water authority – Rio Seco. These actions helped promoting the reactivation of tourism, i.e., the main economic activity in Paracas.

Our commitment with local development was fulfilled with contributions to key economic activities: artisanal fishing (donation of tools to facilitate operations at sea), swine breeding (delivery of recycled material to manage pens) and local handcraft activities (enabling participation in events to exhibit and sell products).

The local development support line also comprised the co-financing of a comprehensive health campaign that exceeded 2,300 visits in 8 medical specialties, and the government campaign to prevent violence against women, which includes the dissemination of shelter mechanisms for vulnerable cases.

Last but not least, we highlight the resumption of participatory environmental

monitoring. For this -within the framework of our social engagement and transparency policies-, we called upon the representatives of Paracas and San Andres municipalities, the farmers of Pampas de Oca, neighbors of the Negreiros sectors, craftsmen and women of Sumaq Maqui and the educational community of Carlos Noriega school. The monitoring aimed at assessing air quality, considering local sensitivity to the Plant's emissions. Results, which were shared with local representatives, show that we largely meet the most demanding standards.

Exploration and mine closure projects

Santo Domingo project

We sought to contribute to economic reactivation in Nuñoa district, generating better conditions for alpaca, cattle and sheep breeding activities. The “deworming campaign for high-Andean livestock activities in Corihuiña basin” stood out. It helped 477 households of 29 producer associations, with a budget of USD 32,405. Likewise, the “Pilot project for artificial insemination in dairy cattle of Nuñoa district (Melgar, Puno)”, served 95 households of 7 producer associations, with a budget of USD 21,635.

On the other hand, we implemented the project “Installation of fences for pasture conservation and alpaca grazing for Huaycho Cooperative, in Nuñoa district (Melgar, Puno)”, aiming at promoting production modules among alpaca breeding families, with a budget of USD 33,007. Simultaneously, we supported several local livestock fairs in Nuñoa district.

Ventura project

We contacted 28 families, owners of properties that comprise the area of interest for the Ventura project. A specialized consulting company conducted cadastral and legal surveys. This diagnosis is a prior

condition to develop a negotiation process that will also enable the entry of exploration teams to conduct geological prospecting activities.

Quimsachata project

We contacted 33 families, owners of the properties located in the project's area of interest. This initial contact allowed us to make a diagnosis of the legal situation of the properties and organize the Participatory Workshop of the project's Environmental Impact Statement (EIS). The workshop had the participation of the General Directorate of Environmental Affairs (DGAAM), landowners, local authorities, and the Callalli population. As a result, the competent authority approved the development of activities included in the EIS.

Mina Marta project

Despite the restrictions imposed within the context of the pandemic, this project continued making investments and social activities, as part of the commitments made in the Environmental Management Instruments (EMIs), both at the post-closure and at the exploration stages. Likewise, we also complied with the voluntary agreements we have with the neighboring peasant communities.

The EMI commitments aim at contributing to the development of local livestock activities, which are the main source of livelihoods for community families. In this regard, we implemented projects to strengthen their water, pasture and wetlands management capacities, including the implementation of water mirrors. We also completed activities, such as alpaca mating and calving campaigns, support for shearing, collection

and marketing of alpaca fiber, as well as veterinary assistance for livestock farmers. These activities had a positive impact on local livestock farming.

Economic activities that complement alpaca breeding and add value to alpaca fiber were also implemented. For instance, training on spinning skills, loom management, and manufacturing of felt products. These economic activities are developed by women of the community.

In 2021, we completed the construction and delivered the community premises to the Tinyaccla peasant community, which will offer better conditions for the communal organization to perform its duties. Similarly, we transferred a social contribution of USD 29,000 for sustainable projects, as agreed.

Last but not least, we made relevant donations that made a positive impact for different groups of the local population. For instance: 216 school packages, 276 blankets, 1000 surgical masks, 300 bottles of antibacterial gel, among others.

Mina Regina project

Mina Regina project responded to the demands for humanitarian support from the Condoraque and Peña Azul communities. Through the campaign to tackle the cold wave in high-Andean areas, we delivered 430 blankets and food baskets for the affected families, among others.

Regarding the interventions related to farming and livestock development, we supported the Peña Azul Community with the purchase of livestock mesh fences for the benefit of its people. Likewise, we supported

other community initiatives, such as the Community Livestock Fair and the Regional meeting of the Rondas Campesinas (Peasant Patrols) of Puno organized by the Peña Azul peasant community.

Moreover, in the Condoraque peasant community, we completed construction of the second floor of the community premises. We also contributed with the financing for the Stage II of the rural housing project of the Condoraque community -Putina district- San Antonio de Putina province- Puno, for an amount of USD 21,080, which is planned to be completed by 2022.

3.5 Environmental Management

Caring for the environment is our motto when developing our businesses. Thus, aiming at ensuring due diligence in all our projects and operations, our framework of corporate policies and standards gathers cross-cutting sustainability principles.

According to the ICMM principles -which aim, among others, at constantly improving its members' environmental performance-, at the end of 2019, Minsur approved 2 new policies that enhance our Environmental Management System: a Climate Change policy and a Policy of Excellence in Water Management. Both express our vision, strategy and commitment to manage our activities, prioritizing these critical issues for the environment and our operations. Based on these principles and requirements, we also updated 4 corporate environmental standards (Water management, Climate change, Biodiversity and Air Quality) and developed a Biodiversity strategy.

In addition to the abovementioned policies, our EMS has 18 corporate environmental standards: 7 management and 11 operating standards; it is certified under ISO 14001 in all our operations in Peru and has several supervision and monitoring tools, including our Environmental Performance Index (EPI). These management instruments allow us to comply with domestic laws and local standards, but also to implement the best practices of the industry, at all stages of our mining projects.

Main management tools:

<p>Internal audits</p>	<p>Conducted to determine the degree of compliance of our operations with the EMS and applicable legal requirements. If below-standard performance is detected, the unit's Environmental Supervisor shall implement the corrective actions required in the final audit report. This applies to audits carried out by Internal Audit, Legal compliance audits, as well as for cross-audits conducted by the members of the Environmental teams.</p> <p>It is worth mentioning that, in 2021 Pucamarca MU conducted an external compliance audit to verify that environmental commitments and obligations were fulfilled. It was done by MSG.</p>
<p>Environmental performance indicators (EPI and KPIs)</p>	<p>On a monthly basis, Environmental Supervisors conduct detailed environmental management inspections in all departments of our units, using the EPI (Environmental Performance Index) tool. Through the EPI and the KPIs, environmental impacts and potential risks are measured and monitored. These indicators are reported to the Environmental Manager, COO and CEO in monthly and quarterly meetings to identify and define improvement opportunities to be implemented.</p>
<p>Environmental monitoring</p>	<p>Environmental monitoring and surveillance points have been established in the areas of direct environmental influence of our units and projects, as approved in our Environmental Management instruments (EMI) for permanent assessment of: environmental noise, air quality, soil quality, sediments, biodiversity and water quality. Furthermore, participatory environmental monitoring is conducted in our units engaging communities of the area of direct influence, as well as internal control monitoring.</p>
<p>Environmental Supervision</p>	<p>Our environmental performance is periodically supervised by the Agency for Environmental Assessment and Enforcement (OEFA) in Peru. The objective is verifying compliance with laws, environmental commitments and obligations established in the EMI, permit and authorization processes, mandates or provisions issued by the competent agencies, as well as with other sources of auditable environmental obligations.</p> <p>Pucamarca MU was supervised by OEFA in June 2021, and no Administrative Sanctioning Proceeding was initiated by the end of the FY.</p>

Water management

Aware of the significance of responsibly using water resources, we aim at implementing a comprehensive strategy that allow us to efficiently manage water, from infrastructure design and construction, water withdrawal, piping, storing, using, treating, to the reutilization and recycling of consumed water.

The strategy consists in measuring, controlling and continuously improving our water management. The Environmental team monitors the amount and quality of water flowing in, its use in our processes, and effluents, pursuant to legal requirements

and environmental standards adopted to achieve an optimal management. Due to the pandemic and the government provisions, our operations stopped temporarily, thus our total consumption, considering total withdrawal and effluents, differed from previous years, with a lower annual consumption.

It is worth mentioning that Pucamarca MU has zero effluents, i.e., there are no discharges to the environment, since water is recirculated or reused in its production processes.

TABLE. WATER WITHDRAWAL BY SOURCE 2021 (IN THOUSAND m3/YEAR)

Source	San Rafael MU	Pucamarca MU	SPR of Pisco
Surface water	1,766.69	245.18	0
Groundwater	7,400.61	315.2	220.45
Rainfall water directly collected and stored by the organization	0	0	0
Total	9,167.30	560.38	220.45

TABLE. VOLUME OF EFFLUENTS BY TYPE 2021 (THOUSANDS OF m3 /YEAR)

Type of effluent	San Rafael MU	Pucamarca MU	SPR of Pisco
Industrial effluents	8,461.07	0	0
Domestic effluents	99.43	0	7.44 ²
Total	8,560.50	0	7.44

2. Reused for irrigation of green areas

Waste management

Each unit has a solid and hazardous waste collection and disposal program led by a specialized contractor. Materials are separated, some are reused or recycled, and others are shipped for their final disposal, except for timber, which is reused for several purposes.

Waste management is conducted by a certified solid waste operating company (EORS, in Spanish), which is authorized by the competent authorities. It collects, transports and disposes solid waste in authorized landfills and/or treatment plants. We continuously work on raising awareness and maintaining a bidirectional

communication on proper separation and disposal of solid waste generated from our operating, maintenance, logistical, and other processes. Furthermore, we have a circular economy approach for solid waste management aiming at generating value from waste.

It is worth mentioning that, in some units, waste production may have grown due to construction projects of new components or modifications, with an increase in staff to implement them, which is the case of Pucamarca MU.

TABLE. AMOUNT OF HAZARDOUS AND NON-HAZARDOUS WASTE BY TYPE OF DISPOSAL 2021 (T/YEAR)

Type of disposal	San Rafael MU	Pucamarca MU	SPR of Pisco
Recycling	169.89t	87.08 ³	8.38t ⁴
Secure landfill outside the unit	1,063.94t ⁵	88.02	81.98t
Incineration	0t	0t	0t
Subtotal	1,233.83t	175.10t	90.36t
Reuse	63.14t	461.90t	6.33t
Recycling	1,565.71t	0	346.08t
Composting	39.00t	0t	0t
Incineration (mass burning)	0t	0t	0t
Landfill outside the unit	137.02t	302.09t	41.63t
Landfill inside the unit	161.55t	0t	0t
Subtotal	1,966.42t	763.99t	394.04t
Total	3,200.25t	939.09t	484.4t

Note: Minsur S.A. scope, information on Taboca and Marcobre may be found in the Sustainability Report.

3. Industrial waste oil

4. Industrial waste oil

5. Hazardous waste: Bio-contaminated waste, waste oil, materials impregnated with hydrocarbons or reagents, geomembrane, waste contaminated with minerals, explosive cartons, pipes, among others.

Emission management

We met the statutory maximum permissible limits (MPL) and air environmental quality standards (EQS), thanks to dust and gas control measures implemented, as shown by the results of our monitoring activities. This way, we do not alter air quality, we protect the environment and ensure the health of our staff and neighboring communities. We have an environmental management plan with high standards approved in our environmental management instruments, which have a sustainability approach for environmental protection.

In 2021, MINSUR started using MINAM's Huella de Carbono Peru (Carbon footprint-Peru) tool, receiving the first star for having measured our 2019 and 2020 carbon footprint. We are now working on the next steps to receive the following stars of recognition.

Last but not least, within the framework of the last UN Convention on Climate Change, we pledge -together with other ICMM member companies- to reduce to zero our scope 1 and scope 2 greenhouse gas (GHG) emissions by 2050. We understand

that it is a complex challenge, but we take on it with responsibility. This commitment will give a strong impetus to those actions we are already working on, and will allow speeding up our new initiatives, e.g., the use of advanced analytics to optimize power consumption, adoption of renewable energy sources in our camps and operations, incorporation of clean vehicles, among others.

Energy management

We promote efficient management of energy consumption since we aim at reducing energy costs in all our sites and operations. We measure and record energy levels on an annual basis, and with the results we work on initiatives to reduce impacts caused by our emissions to the environment. In addition, we started conducting research to implement renewable energy sources.

TABLE. TOTAL ENERGY CONSUMPTION 2021 (GJ)

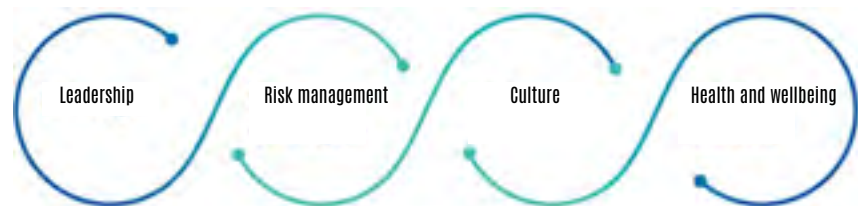
Consumption	San Rafael MU	Pucamarca MU	SPR of Pisco
Fuel consumption	388,911.19GJ	357,378.00GJ	4,979.38GJ
Electrical consumption	773,732.69GJ	75,037.00GJ	100,170.04GJ
Total energy consumption	1'162,643.88GJ	432,415.00GJ	105,149.42GJ

Note: Minsur S.A. scope, information on Taboca and Marcobre may be found in the 2021 Sustainability Report.

3.6 Occupational Health and Safety

In 2021 our health and safety management system, called MINSEGUR – ZERO is possible! (hereinafter, MINSEGUR) allowed us achieving another year without occupational fatal accidents, mitigating the impact of the COVID-19 pandemic in our operations, and providing support to affected collaborators and their families.

MINSEGUR is based on the ICMC principles and guidelines, on the best health and safety practices of world-class mining companies, on ISO 45001, OSHA – MSHA standards, and applicable occupational health, safety and hygiene laws and regulations. It is applied in all our mining units and projects; and it is comprised by 4 fundamental pillars:



MINSEGUR includes 7 policies; 15 health and safety management standards; 22 operating safety standards; 20 instructions on the Occupational Health and Safety System's key elements; and 16 operating standards on occupational health and hygiene.

Aiming at achieving zero accidents, we continued developing VISION ZERO campaign in all our operations to promote safe and healthy work environments.

Main safety-related actions in 2021

1. We completed the year without any fatal accidents. Furthermore, we had the lowest recordable injury frequency rate (RIFR) in Minsur S.A's history (1.68 per million man-hours worked).



2. Our Exploration department achieved a safety milestone of 2'000,000 man-hours worked without lost-time injuries. Thus, BRECA mining division awarded it with the Safety Plaque, Copper category. Furthermore, our property security department reached 6'000,000 man-hours worked without any lost-time injuries.



3. Our San Rafael and Pucamarca mining units obtained ISO 45001 certification for their occupational health and safety systems from the international certification company Bureau Veritas.
4. We prepared and implemented an operating safety standard for transporting of our staff in buses and minibuses. We performed internal audits and implemented road safety campaigns.
5. We identified critical controls for the 10 highest-risk scenarios or catastrophic events in our units, using the bowtie methodology.
6. We conducted preventive safety shutdowns due to the alarming increase of incidents in the last quarter, under our VISION ZERO guidelines, with the participation of all collaborators, including our contractors.
7. We developed an awareness and training program on MINSEGUR and our 22 operating safety standards for the OHS staff of Minsur and its contractors.
8. We updated our Health and Safety info on Minsur's website and included a basic introduction of MINSEGUR.
9. We developed an internal audit to verify the implementation stage of our 10 operating safety standards related to activities involving increased risk of recurrence of high potential incidents in our mining units.
10. We prepared our 2021-2030 strategic health and safety plan.

Main health-related actions

1. Our mining units obtained international recertification of good biosafety practices (Safeguard label) within the framework of Covid-19 pandemic, from the international certification company Bureau Veritas.
2. We updated COVID-19 prevention, control and surveillance plans in our operations.

3. Genomic sequencing studies of SARS-COV2 were carried out, and thus we became the first private company not related to the health sector developing these studies in Peru.
4. We implemented COVID-19 self-assessment and monitoring programs in our mining units, which allowed us ensuring high levels of compliance with our COVID-19 plans and protocols.
5. The second version of our "Health and Safety - Mining Division" (SSDM, in Spanish) app was released, available to all our collaborators and contractors. It allows them to self-evaluate their health status and strengthens our anti-Covid19 controls.
6. We strengthened our actions to promote vaccination among collaborators in our mining units. Thus, at the end of FY 2021, 100% of the staff who joined our mining units had at least received 2 shots against Covid-19.
7. Our health standard for the prevention and control of Covid-19 was internally audited in our mining units, and we verified an average compliance rate of 99%.
8. We conducted the internal audit of the 16 operating health and hygiene standards in our mining units.
9. We implemented CO2 detection and control systems and improved air quality in the common areas of our mining units (dining rooms, meeting rooms, offices, among others) as part of our strengthening actions to address COVID-19.
10. We continued disseminating and strengthening the 4 key conducts to win the battle against COVID-19.



Occupational health and safety performance

Since February 2009 to date no occupational fatal accidents have been reported in our mining units and projects.

In 2021, we had 7 lost-time accidents, all of them involved contract workers (contractors), none of them was permanently disabled. Furthermore, we had 24 recordable injuries, out of which 9 (38%) involved direct employees and 15 (62%) involved contract workers (contractors).

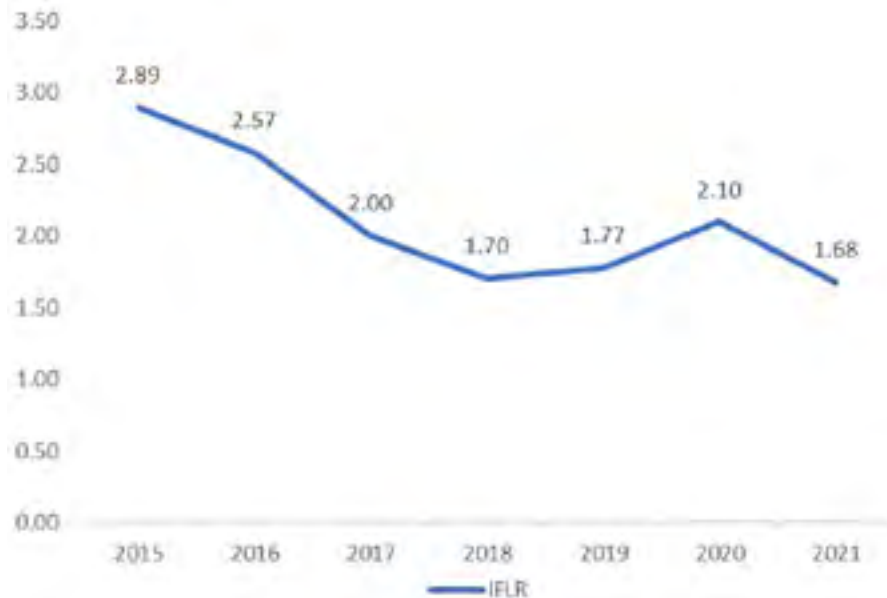
The Recordable Injury Frequency rate (RIFR) -based on 1'000,000 man-hours worked- was 1.68. Thus, it fell 20% as compared to 2020.

TABLE. MINSUR'S ACCIDENT INDICATORS 2015-2021

Indicator	2016	2017	2018	2019	2020	2021
Fatal accidents	0	0	0	0	0	0
Accidents resulting in loss of workdays	5	3	5	2	9	7
Recordable injuries	21	19	17	21	18	24
RIFR	2.57	2.00	1.70	1.77	2.10	1.68
Man-hours worked	8´159,189	9´503,175	9´989,245	11´843,886	8´591,689	14´302,424

Note: MINSUR's information (San Rafael MU, Pucamarca MU, Pisco, Lima and Explorations)

CHART. RECORDABLE INJURY FREQUENCY RATE (RIFR)



3.7 Commercialization

2021 was characterized by a shipping logistics crisis that represented a major challenge for the fulfillment of commercial contracts over the year. Operational constraints, such as delays in itineraries, vessel arrivals without being able to load, or cancellation of vessel calls, prevailed during the year and created great challenges at the end of the FY, in terms of prices and performance.

One of the main achievements of the year was to place the tonnage produced and -thanks to the implementation of "December Plan"- to mitigate the roll over risks at the end of FY and minimize the year-end stock despite the complexity of the shipping situation.

We capitalized on rising prices with SPOT sales to North America and Latam in the

4th quarter. This, together with installments paid in advance, resulted in a better turnover than projected in 2021 budget.

As for gold, 2021 was again influenced by Covid 19. Restrictions remained in place, with an impact on operations/logistics, but they were gradually lifted.

We made a test shipment to India, in an effort to diversify our customer portfolio. Moreover, we prepared a pricing strategy that has allowed pricing the material above the month's sales average, on a monthly basis.

The price was affected by a quite volatile year, month after month. With a peak of 1,944 USD/oz and a minimum of 1,688 USD/oz, its annual average was 1,800 USD/oz. The main reasons for volatility have been: the

COVID-19 spread, a growing global inflation and diverse fluctuations, such as in the global unemployment rate, in the price of cryptocurrencies, in the purchasing power of the US Dollar, and the growth of physical gold stocks.

Regarding ferroalloys, as opposed to 2020 -when the niobium and tantalum market contracted due to the pandemic-, in 2021 consumption recovered strongly in our main markets for these products: China and Europe.

This means that, though the market was not immune to the shipping logistics crisis, the recovery in demand, together with our actions to develop new customers and improve the quality of our products, led our sales to levels that exceeded 4.2 thousand tons in the year, i.e., the largest volume in our company's history.

For 2022, we remain focused on consolidating our market share to respond to our main customers' demands, which consumption rate has recovered.





4. RESULT

4.1 Financial results

In 2021 we continued implementing strict protocols to ensure our staff's health and safety during the pandemic. Nevertheless, in 2021 we had historic financial results due to excellent operating results and favorable metal prices.

In our tin line, 2021 was characterized by the consolidation of Lean Management initiatives, which allowed increasing the processing capacity of Pisco refinery. In our gold business, production fell due to lower grades that were the result of resource depletion, but in line with our mine plan. Despite this, Pucamarca remains one of the gold mines with the lowest costs in the world.

TABLE. PROFITS AND LOSSES 2021

Item	Unit	2018	2019	2020	2021	Var (%)
Net sales	USD MM	491.4	529.8	501.8	1,013.3	102%
Cost of sales	USD MM	(243.5)	(287.3)	(297.3)	(376.7)	27%
Gross profit	USD MM	248.0	242.5	204.5	636.6	211%
Selling expenses	USD MM	-4.6	-5.8	-5.2	-8.3	58%
Administrative expenses	USD MM	-34.9	-41.3	-33.2	-58.9	77%
Exploration and project expenses	USD MM	-27.4	-24.3	-5.7	-11.9	109%
Other operational expenses, net	USD MM	-6.0	-3.1	0.5	-10.1	-
Operating profit	USD MM	175.0	167.9	160.8	547.5	240%
Financial income and (expenses) and others, net	USD MM	37.1	-6.2	-28.9	-78.6	172%
Results of subsidiaries and associated companies	USD MM	-44.1	-39.9	-60.8	279.2	-
Exchange difference, net	USD MM	-3.6	1.4	-1.4	-0.7	-51%
Income before tax	USD MM	164.4	123.3	69.6	747.3	973%
Income tax	USD MM	-20.2	-58.8	-62.8	-196.1	212%
Net profit (loss)	USD MM	144.1	64.5	6.8	551.2	7,964%
Net margin	%	29%	12%	1%	54%	-
EBITDA	USD MM	242.5	236.7	237.6	639.0	169%
EBTIDA margin	%	49%	45%	47%	63%	
Net profit adjusted	USD MM	71.3	97.7	69.1	272.8	295%

OUR SALES

Net sales were USD 1,013.3 million in 2021, that is 102% above 2020's sales, mainly due to higher tin prices (90%) and a larger volume sold (26%), which was partially offset by lower gold volume sold (-13%) despite its higher prices (+2%). At the cost level, the implementation of Covid-19 health and safety protocols generated additional costs in our operating units, which were mainly related to hotel and transportation items. In the international context, base metal prices experienced an upward trend driven by tight supplies and a growing demand due to the economic recovery, while precious metal prices remained volatile but without

a marked trend, despite having a lower performance than in 2020. This was due to higher expectations of increasing interest rates and inflation. In this context, tin price grew 88% during the year. This higher performance also reflects the increased demand for electronics and problems with the China supply.

North America and Europe were the main destinations of our tin sales in 2021 (53% and 37%, respectively). On the other hand, the volume of gold sold fell -13%, as compared to 2020, reaching 70,263 ounces. The main destination of our gold sales was North America.

At the end of 2019 we launched the “Lingo” initiative with our Lean Management program, which is comprised by the interaction of operating systems, management systems, and organizational mindsets and behaviors. As a result, we have been progressively increasing our monthly processing capacity, year after year in 2019, 2020 and 2021 (4,342 tins; 5,915 tons and

7,075 tons, correspondingly as our peak). We shall emphasize that in 2021 we achieved the best concentrate processing rate in the last 14 years.

TABLE. SALES PER PRODUCT LINE (USD MILLION) 2021

Sale detail	Unit	2019	2020	2021	Variation 2020 - 2021
Tin	t	20,092	20,410	25,723	+26%
Gold	oz	105,643	80,869	70,263	-13%

EBITDA

EBITDA in 2021 was USD 639.0 million, +169% vs. 2020’s EBITDA. This result is mainly due to higher tin prices and increased volumes sold, which was partially offset by higher costs that were the result of COVID-19 protocols and safety restrictions (12 months 2021 vs. ~8 months 2020).

Furthermore, net income in FY 2021 was USD 551.2 million, as compared to USD 6.8 million in 2020. This variation responds mainly to better results of our Peruvian tin business line and to the results of our subsidiary Cumbres Andinas, due to the start of operations of Mina Justa. Excluding these adjustments and exceptional effects, the adjusted net income -that excludes the results of subsidiaries and associated companies, as well as the exchange difference – was USD 272.8 MM, +295% as compared to 2020.

4.2 Liquidity

The cash balance and cash equivalents closed the year in USD 110.2 million, 64% lower than at the end of FY 2020 (USD284.0 million). This variation responds mainly to an operating cash flow of USD442.6 million, which allowed us to fund investments for USD133.0 million and financing activities for USD 483.4 million.

During the year we took on short-term debt (USD +95 million) and we refinanced the long—term debt with the repurchase of Minsur 2024 bond and the issuance of Minsur 2031 bond (producing a cash variation of USD +50 million due to greater indebtedness, and generating financial expenses and restructuring fees for USD -60.7 million); we also paid USD -500 million in dividends to shareholders and made capital contributions to Marcobre and Cumbres for USD -67.7 million.

TABLE. CASH FLOW 2021

Cash flow	Unit	2017	2018	2019	2020	2021
Initial balance	USD MM	506.8	495.0	610.0	373.5	284.0
Operation activities	USD MM	140.7	121.8	170.8	161.2	442.6
Investment activities	USD MM	-91.6	-147.2	-144.6	-68.7	-133.0
Financing activities	USD MM	-60.9	-154	-262.7	-182.1	-483.4
Final balance	USD MM	495.0	610.0	373.5	284.0	110.2
Cash and cash equivalents	USD MM	202.9	200.1	79.4	193.4	110.2
Over 90-day term deposits	USD MM	160.4	309.7	212.7	90.6	-
Financial assets at fair value through profit or loss	USD MM	131.7	-	-	-	-
Unlisted certificates	USD MM	-	40.6	-	-	-
Commercial papers	USD MM	-	59.6	81.5	-	-

4.3 Capital and funding

At the end of 2021, bank financial obligations amounted to USD 581.3 million, and were comprised by the Minsur 2031 bond for USD 486.3 million and short-term debt for USD 95.0 million. Due to excellent financial results, the leverage ratio fell to 0.9x versus 1.9x at the end of the former FY. On the other hand, net leverage ratio remained at 0.7x at the end of the FY, similar to that at the end of FY 2020.

TABLE. NET DEBT 2021

	Unit	2018	2019	2020	2021
Financial obligations	USD MM	442.1	443.4	444.9	581.3
Cash	USD MM	608.7	373.5	284.0	110.2
Net debt	USD MM	-166,6	69.9	160.9	471.0
Debt / EBITDA	x	1.8x	1.9x	1.9x	0.9x
Net debt / EBITDA	x	-0.7x	0.3x	0.7x	0.7x

4.4 Officers responsible for preparing the financial statements

In FY 2021, Mr. Patrick Alvarez Medina, certified public accountant with registration number No 53955, was responsible for preparing our Financial Statements.

The external auditor has been Paredes, Zaldívar, Burga & Asociados S.C.R.L., a member firm of Ernst & Young, which issued a clean audit report on our company.



5. GENERAL INFORMATION

5.1 Corporate name

The name of our company is MINSUR S.A. Our administrative offices are located in Lima, at Jirón Giovanni Batista Lorenzo Bernini 149, Office 501 – A, San Borja. Our phone number is (511) 215-8330.

5.2 Corporate purpose and term

Our activity is classified under code 1320 in Review 3.1, and code 0729 in Review 4 of the International Standard Industrial Classification (ISIC). It specifically exploits tin and gold ore.

According to its Bylaws, the corporate purpose of MINSUR S.A. allows to carry out all activities involving the mining industry and, particularly the exploration and exploitation of mineral deposits, processing their products, processing plants, mineral refining, as well as all related operations for these purposes. In addition, it may conduct any actions and enter into any agreements related to commercial and mining activities, as well as purchasing and selling property,

real estate and securities, and all those permitted by the law. Under its Bylaws, the company is organized for an unlimited duration.

5.3 Incorporation and registration in the Public Registry

Our company was incorporated and began operations on October 6, 1977, by transforming the Peru branch of MINSUR Partnership Limited of Bahamas, called MINSUR limited company. This had been operating in Peru since 1966, as per Deed certified by the Public Notary of Lima, Dr. Ricardo Fernandini Arana, registered in the folio 8, page 183 of Volume 17 of the Book of Corporations and other Legal Entities, of the Public Mining Registry of Lima.

5.4 Economic group

Our company is part of the economic group declared to the Securities authority (SMV) and the Lima Stock Exchange, by Futura Consorcio Inmobiliario S.A., pursuant to Conasev Resolution N° 090-2005-EF-94.10.

The abovementioned business group has investments in various economic sectors, such as: agriculture, construction, industry, real estate, mining, fishing, petrochemicals, health, financial services and insurance, tourism, as well as other activities and specialized services.

The main companies of this economic group are: AESA Infraestructura y Minería, Centria, Clínica Internacional, Intursa, Melón, Minsur, Qroma, Raura, RIMAC Seguros, RIMAC EPS, Taboca, Tasa and Urbanova. Furthermore, in partnership with the Spanish group BBVA, it shares ownership of BBVA Banco Continental.

5.5 Share capital, number and nominal value of shares

Since 2010, the share capital remained S/ 1,922'001,500 represented by 19,220,015 common registered shares with a nominal value of S/ 100.00 each, all fully subscribed and fully paid.

The abovementioned share capital was agreed at the Shareholder's Meeting, held on November 26, 2010, and specified in a

Deed certified by the Notary Dr. Ricardo Fernandini Barreda, on December 2, 2010, agreement that was registered in entry B 00006 of the Electronic Record N° 01141929 of the Legal Entities Registry of Lima and Callao. All our shares confer their holders the right to vote.

5.6 Types of shares and shareholding structure

We do not have shares of own issuance in the portfolio, or repurchased by the company, nor have the Shareholder general meeting delegated its powers to approve the increase in capital to the Board of Directors. At the end of FY 2021, the company had two common shareholders, out of which only one has a share of more than 5%.

TABLE. OUR MAIN SHAREHOLDERS

	Share	Nationality	Economic group
Breca Minería SAC	99.99995%	peruana	-
Another shareholder	00.00005%	peruana	-
Total	100.00000%	-	-

TABLA. ACCIONES COMUNES

Ownership	Number of shareholders	% de participation
Less than 1%	1	0.00005%
Between 1% - 5%	0	--
Between 5% - 10%	0	--
More than 10%	1	99.99995%
Total	2	100.00000%

Equity stocks are registered in the Securities Public Registry, and are the only securities issued by Minsur S.A., listed on the stock market.

As of December 31, 2021, equity stocks issued by the company amounted to 960'999,163 shares of a nominal value of S/1 each.

TABLE. EQUITY STOCKS

Ownership	Number of shareholders	Percentage of participation
Less than 1 %	2,565	14.67835%
Between 1 % - 5 %	7	18.35500%
Between 5 % - 10 %	7	49.26706%
More than 10 %	1	17.69958%
Total	2580	100.00000%

TABLE. REPORT ON SHAREHOLDING STRUCTURE BY INVESTOR TYPE

Holding by type of shareholder or holder of securities listed in the S&P Perú Selective Index (as of the end of FY)	Number of holders	% of share
1. Members of the Board of Directors and Senior Management of the Company, including relatives.	11	9.18%
2. Employees of the company, not included in number 1.	30	0.12%
3. Individuals not included in number 1 and 2.	2,438	12.99%
4. Pension funds managed by Pension Fund Management companies under the supervision of the Superintendency of Banking, Insurance, and Private Pension Fund Management companies.	12	70.08%
5. Pension funds managed by the Social Security Office (ONP).	0	0.00%
6. Peruvian government entities, except for that in number 5 above.	1	0.45%
7. Banks, financial institutions, municipal savings banks, edpymes, rural banks and credit unions, under the supervision of the Superintendency of Banking, Insurance and Private Pension Fund management companies.	1	0.02%
8. Insurance companies under the supervision of the Superintendency of Banking, Insurance, and Private Pension Fund management companies.	2	0.01%
9. Brokers, under the supervision of the Securities authority (SMV).	3	0.01%
10. Investment funds, mutual funds and trust funds under the scope of the Stock Exchange act and the Investment funds and banking trusts act, subject to the provisions of the General law of the financial system.	12	0.12%
11. Asset pools and banking trusts abroad, to the extent that they can be identified.	0	0.00%
12. Foreign depositaries that are listed as shareholders within the framework of ADR/ ADS programs.	0	0.00%
13. Foreign depositaries listed as shareholders that are not included in number 12.	0	0.00%
14. Foreign custodians listed as shareholders	0	0.00%
15. Entities not included above 2.	70	7.02%
16. Shares belonging to the S&P/BVL Perú Select Index or securities representing these shares in the company's portfolio.	0	0.00%
Total	2,580	100.00%
Holding by type of shareholder or holder of securities listed in the S&P/BVL Perú Select Index, by place of residence (at the end of FY)	Number of shareholders	% of share
Domiciled	2,497	99.09%
Non-domiciled	83	0.91%
Total	2,580	100%

TABLE. STRUCTURE OF MINSUR S.A.'s SUBSIDIARIES AND INVESTMENTS

Subsidiaries of Minsur S. A.	Ownership	Subsidiaries of Minera Latinoamericana S. A. C. and Cumbres Andinas S. A. C.	Ownership
Minera Latinoamericana S. A. C.	99.90%	Mineração Taboca S. A. and subsidiaries	99.90%
		Inversiones Cordillera del Sur Ltda. And subsidiaries	85.39%
		Minera Andes del Sur S. P. A.	100.00%
Cumbres Andinas S. A. C.	99.99%	Marcobre S. A. C.	99.99%
Cumbres del Sur S. A. C.	99.90%		

Mr. Emilio Alfageme Rodríguez Larraín, Attorney with C.A.L. (Lima Bar Association) number 18694, who serves as Corporate Legal Manager of the company is responsible for the Securities Department.



5.7 Evolution of the stock price

Minsur S.A.
Variable income

ISIN Code	Mnemonic	Year - Month	COTIZACIONES 2021				Average price
			Opening	Closing	Maximum	Minimum	
PEP622005002	MINSURII	2021-01	1.90	2.25	2.28	1.89	2.05
PEP622005002	MINSURII	2021-02	2.25	3.10	3.20	2.23	2.63
PEP622005002	MINSURII	2021-03	3.09	2.75	3.09	2.55	2.83
PEP622005002	MINSURII	2021-04	2.80	2.80	2.93	2.15	2.60
PEP622005002	MINSURII	2021-05	2.80	3.13	3.27	2.71	3.11
PEP622005002	MINSURII	2021-06	3.10	2.62	3.10	2.45	2.68
PEP622005002	MINSURII	2021-07	2.60	2.09	2.60	2.04	2.32
PEP622005002	MINSURII	2021-08	2.12	2.58	2.60	2.00	2.14
PEP622005002	MINSURII	2021-09	2.58	2.66	2.70	2.55	2.65
PEP622005002	MINSURII	2021-10	2.65	3.10	3.25	2.60	3.01
PEP622005002	MINSURII	2021-11	3.10	3.95	4.00	3.05	3.60
PEP622005002	MINSURII	2021-12	3.95	3.95	4.05	3.55	3.87

5.8 Tax treatment

Tax authorities are entitled to review and -as applicable- to correct the Income tax calculated by our Company within the next four years after having filed the corresponding tax returns. Income tax returns for the years 2017 to 2021 and Sales tax returns for the years 2018 to 2021 are pending review by the tax authority. To date, the Tax Administration has reviewed Income Tax returns corresponding to the FY 2000 to 2014, and Sales tax returns for FY 2000 to December 2008.

To date, Minsur has no outstanding tax debts with the tax authority.

5.9 Judicial, administrative or arbitration proceedings⁶

As of 2021 Minsur S.A. has, among others, the following Contentious Administrative lawsuits

(CALs), and one amparo lawsuit, which due to their importance are detailed below:

A. CAL filed in January 2019 by Minsur S.A. against OSINERGMIN's Resolution imposing us a fine of 110.42 Tax Units for allegedly not having authorization to operate a Slag Milling Plant at our Tin Smelting and Refinery plant. It is worth mentioning that in January 2021, the Court of first instance upheld our claim. Osinergmin filed an appeal, and the Administrative Chamber of the Superior Court confirmed the decision upholding our claim. Osinergmin may still file an appeal for reversal.

B. CAL filed in November 2007 by the Tacna Valley Users Association, against the Technical Management of the Tacna Irrigation District, the Regional Agriculture Directorate of Tacna, Minsur and the Ministry of Agriculture. With

6. Se incluyen aquellos PAS y ACAs vigentes o que representan Impactos potencialmente materiales

this lawsuit, the Tacna Valley Users Association claims that the Ministerial Resolution 497-2007-AG, related to the operation of water wells that provide part of the water resources used in our Pucamarca operation, has to be declared null and void. On August 03, 2021, the Supreme Court served notice of its Decision revoking that of the Superior Court of Tacna and that of the Court of first instance, and thus upholding Minsur's appeal. So, the judicial process has come to an end.

C. On the other hand, we have (1) CAL filed by Minsur S.A., by which we claim that the Resolution issued by the Ministry of Energy and Mines that holds us responsible for the mining environmental liabilities corresponding to mining concessions that were explored in the 1980s shall be declared null and void. To date, the appeal we filed against the Decision of the Court that did not uphold our claim is pending in the upper Court. It is worth pointing out that our external lawyers consider that it is very likely that the Court Decision will be favorable to Minsur S.A.'s interests.

Likewise, we filed an Amparo lawsuit against the Decision that did not admit our appeal for reversal against a Decision that did not uphold our claim against the Resolution that holds us responsible for mining environmental liabilities. It is worth mentioning that our external lawyers consider that we have solid arguments to obtain a positive outcome.





6. CORPORATE GOVERNMENT

6.1 Professional trajectory of Directors

Fortunato Brescia Moreyra	President
<p>He is President of the Board of Directors of MINSUR since May 2013. He was born in Lima in 1959. He is a mining engineer, graduated from the Colorado School of Mines (USA) and the National Engineering University. Furthermore, he is Director of Breca, CEO of Marcobre and Compañía Minera Raura. He is also Vice-President of the Board of Directors of TASA. He is a member of the Board of BBVA, Intursa, Corporación Peruana de Productos Químicos, Melón (Chile) and of real estate companies owned by Breca Group. Moreover, he is President of the Board of Directors of Aporta, a non-profit association created by Breca companies to promote sustainable development programs.</p>	

Alex Fort Brescia	Vice President
<p>He is the Vice-President of the Board of Directors of MINSUR since May 2013. He was born in Lima in 1957. He earned a BA in economics from the Williams College (USA) and an MBA from Columbia University (USA). He is Co-President of Breca, President of the Board of Directors of the BBVA Continental, Melón (Chile) and Rímac Seguros. Furthermore, he is Vice-President of Marcobre, Futura Consorcio Inmobiliario and of real estate companies owned by Breca Group and of Corporación Peruana de Productos Químicos. Moreover, he is a member of the Board of TASA, Intursa, Raura and a member of the Board of Directors of Brein, an innovation platform of Breca and Aporta, a non-profit association created by the companies of the Breca Group to promote sustainable development initiatives.</p>	

Rosa Brescia Cafferata widow of Fort**Director**

She is a member of the Board of Directors of MINSUR since 2014. She was born in Lima in 1926. Furthermore, she is member of the Board of Directors of Breca and its subsidiaries Raura and Futura Consorcio Inmobiliario. She is also the Honorary President of the Board of Directors of the Peruvian Center for Hearing, Language and Learning (CPAL), a non-profit institution devoted to education and rehabilitation of children, adolescents and adults. As a founder and Director of the Research group on xerophytes, she has published the book "Jardines verdes con poca agua" (Green Gardens with little water) (Lima 2005 – First edition, Lima 2010 – Second edition and Lima 2016 – Third edition), aiming at promoting crops of urban sustainable plants in the Peruvian coast. In 2010 she was awarded by the Congress with the Medal of Honor in the Rank of "Officer" for her contribution to rehabilitation and special education of people with hearing impairments. In 2009, she received the "Order of Merit for Distinguished Services" in the rank of "Commander", in recognition of her education work in CPAL and her contribution to research and promotion of xerophytes.

Mario Brescia Moreyra**Director**

He is Director of Minsur since 2001 and Director of Breca. He was born in Lima in 1961. He graduated in Business Administration from the Ricardo Palma University (Lima, Peru). He is a member of the Board of Directors of Breca and is also the President of the Board of TASA. He is also Vice-President of Melón (Chile) and Intursa, and a member of the Board of Directors of Rimac Seguros, of the real estate companies of Breca, of BBVA Continental, Raura, Marcobre and Corporación Peruana de Productos Químicos. Furthermore, he is Vice-President of the Board of Aporta, a non-profit association created by the Breca companies to promote sustainable development.

Pedro Brescia Moreyra**Director**

He is Director of Minsur since 2011. He was born in Lima in 1967. An economist, who graduated from Boston University (USA). He is Co-President of Breca and chairs the Board of Directors of Corporación Peruana de Productos Químicos, of Futura Consorcio Inmobiliario and of the real estate companies of Breca Group and Intursa. He is also Vice-President of BBVA Continental and Rímac; as well as a member of the Board of Minsur, Marcobre, Raura, Melón (Chile), Tasa and of Aporta, a non-profit association created by Breca companies to promote sustainable development.

Jaime Aráoz Medanic**Director**

Director de Minsur since March 2016. He was Born in 1971 in Brussels, Belgium. He graduated in Business Administration from the Lima University and earned an MBA from the Kellogg Graduate School of Management (USA). Currently, he is General Manager of Breca, its corporate center and Holding Continental. He is also a member of the Board of the Directors of Cementos Melón (Chile), of Futura Consorcio Inmobiliario and of the real estate companies owned by Grupo Futura Consorcio Inmobiliario, Marcobre, Intursa, Qroma, Raura, Rimac and TASA. Furthermore, he is a member of the Board of Aporta and an alternate Director of BBVA Continental.

In addition, he is Director of the Instituto Peruano de Economía - IPE (Peruvian Institute of Economics). Since 2003 he is part of Breca, where he started as Administration Manager in Administración de Empresas S.A., and then as Corporate Strategy and Business Manager. He worked in the holding of Consorcio Minero S.A. (now Trafigura PLC), Serfin and Investa (stockbroker and investing banker, at that time). After earning his master's degree, he worked at Enron in different positions in Houston (USA) up to March 2003.

Miguel Aramburú Álvarez-Calderón

Director

Independent Director of Minsur since September 13, 2012; he was born in Lima in 1963. Industrial Engineer graduated from the Pontifical Catholic University of Peru; he earned an MBA from the Graduate School of Business of Stanford University. He is a member of the Board of Directors of Enfoca Investments, of Certus Institute, of Toulouse Lautrec Institute, of the UCAL University and is a member of the Technical Committee of Fibra Prime. He chaired the Board of Directors of Fénix Power and was a member of the Board of Andino Investment Holdings, Neptunia, Empresa Editora El Comercio, Stracon, GyM, the Lima Stock market, Castrovirreyna Compañía Minera S.A., of Maestro Perú and of Pacífico Vida. He worked in Hochschild Mining PLC for 15 years, up to March 2010, where his most recent position was CEO.

Patricio de Solminihac Tampier

Director

Independent Director of Minsur since March 2019; he was born in Chile in 1955. He graduated as a civil industrial engineer from the Pontifical Catholic University of Chile and earned an MBA from the University of Chicago. From 2015 to 2018 he was the General Manager of Sociedad Química y Minera de Chile S.A. and Deputy General Manager from 200 to 2014, having joined the company in 1988. Currently, in Chile, he also works as a member of the Board of CMPC Celulosa S.A., Vidrios Dellorto S.A., Viñedos Terranoble S.A. and Melón S.A., subsidiary of Minsur S.A.

Miguel Ángel Salmón Jacobs

Director

Alternate director of the Board of Minsur since March 2013; he was born in Lima in 1964. He graduated in law and political sciences from the Lima University. He was Legal Manager of ARMCO PERU and SIDER PERU, as well as Legal Corporate Manager of El Comercio Group. Currently, he is an Alternate Director of Holding Continental and BBVA Continental, Rímac Seguros, and of real estate companies of the Group, CPPQ, Intursa, Minsur and TASA. Moreover, he is the Corporate Legal Vice President of Breca Corporation.

Claudia Valdivia Valladares

Director

Alternate Director of the Board of Minsur since March 24, 2021. She was born in Lima in 1970. Claudia Valdivia is the Corporate VP of Talent of Breca Corporation since October 2018. Claudia was CFO and CHRO of Canvia, a technology company affiliated to Advent International. Before holding that position, she worked for Intercorp Group for over 18 years, holding two management positions in different companies. She was VP of Finances and Human Resources of Inteligo; CEO and COO of NG Restaurants, VP of Finances and Human Resources of Interseguro; and, CFO of Urbi Propiedades. She was also a member of the Board of Directors of La Victoria Lab, Intercorp's innovation laboratory, and is currently member of the Board of Clínica Internacional. Claudia earned an MBA from MIT Sloan School of Management with a focus on Corporate Finances. She holds a BA in Business Administration and a BS in Accounting from the Pacific University.

6.2 Other aspects related to the Board of Directors

Directors Fortunato Brescia Moreyra, Mario Brescia Moreyra and Pedro Brescia Moreyra are blood relatives in second degree of collateral line. They are also blood relatives in third degree of the collateral line with Director Rosa Brescia Cafferata. Likewise, they are blood relatives in fourth degree of the collateral line with Director Alex Fort Brescia. Director Alex Fort Brescia is blood relative in the first degree of the direct line with Mrs. Rosa Brescia Cafferata.

6.3 Professional trajectory of managers

Juan Luis Kruger Sayán	General Manager
<p>He is General Manager of MINSUR since March 2013. He graduated in Business Administration from the Pacific University, Peru, and earned a master's degree in Business Administration from Harvard University, USA. He has been in Senior Management positions for over 20 years in multinational companies of the mining, finance, telecommunications and consumer goods industries in several countries of South America and has experience as a consultant in strategic management in McKinsey. Former Executive Vice President of Gold Fields Ltd. for South America and General Manager of Gold Fields La Cima S.A.A. Before that he was the CEO of LAN Perú S.A. and CFO of Glencore for regional operations.</p>	

Yuri Alfredo Gallo Mendoza	Corporate Project Manager
<p>He is the Expansion Project Manager since July 2020, and has been working for Minsur since August 2014, holding the positions of Project Development Manager and Corporate Project Manager. He has 29 years of experience in project implementation and development, metallurgical operations and maintenance of industrial plants and infrastructure, 25 of which have been devoted to the mining industry. He has been Engineering Manager in Ausenco – Constancia Project, Project and Engineering Manager in BHP Billiton Copper-Uranium Division in the Olympic Dam Expansion Project – Australia, Engineering and Research Manager in Yanacocha-Newmont (including the Gold Mill and Conga projects), and mechanical engineering functional manager in the Expansion project department of Southern Peru Copper for modernizing the smelting plant of Ilo, among others. He graduated as a mechanical engineer from the Pontifical Catholic University of Peru and earned a master's degree in Business Administration from the Private University of Tacna and a Diploma in megaproject assessment and PMP certificate.</p>	

Alberto Cárdenas Rodríguez	Chief Operating Officer
<p>He is the Chief Operating Officer since January 2021, and has been working in Minsur since August 2018, as the former COO-Peru. He graduated as a civil engineer from the Pontifical Catholic University of Peru, earned a master's degree in business administration from Centrum Católica and studied merger and acquisitions at the London Business School. Furthermore, he graduated from the Harvard Business School's General Management Program. Previously, he worked at Gold Fileds La Cima, holding different management positions, reaching the position of Vice President of Operations.</p>	

Gonzalo Quijandría Fernández

Director of Corporate Affairs

He is the Director of Corporate Affairs of Minsur since September 2013. Formerly, he served as Director of Corporate Affairs of Barrick Misquichilca and was the Manager of Corporate Affairs of Compañía Minera Antamina. Attorney, graduated from the Pontifical Catholic University of Peru, was a Fellow of the Nieman Foundation at Harvard University. He has a specialization in mining management from the Pontifical Catholic University of Chile and has taken communication courses in the Theodore Haus Academie of Gummerbach, Germany, and Community Relations courses in Orissa, India. He participated in the Advanced Management Program of the School of Senior Management (PAD) of the University of Piura.

Diego Molina Henriquez

CFO/ Director of Transformation and Strategy

Director of Transformation and Strategy since September 2019. He previously held the position of CFO since August 2017 to September 2019. Furthermore, he held management positions in the financial departments of Amcor (former Peruplast) and SQM. He has more than 10 years of experience in the mining and industrial sector, performing new business implementation and commercial support roles, and operations in Peru, China and other countries. He graduated as a civil engineer from the Catholic University of Chile and earned an MBA from INSEAD and from the Tsinghua University in China.

Joaquín Larrea Gubbins

CFO

CFO since September 2019. He previously held the position of Central Manager of Corporate Development in Cementos Pacasmayo, was Director of Business Development for General Electric Peru, Ecuador and Bolivia, and a member of the Corporate Bank team of BankBoston. He has more than 20 years of experience in the concrete, fertilizer and bank sectors in project development, commercial and financial positions. He graduated as a Business Administrator from the Lima University and earned an MBA from the Kellogg School of Management of Northwestern University.

Ralph Alosilla-Velazco

Director of Logistics and Information Technology

He is Director of Logistics and Information Technology of MINSUR since November 2015. Formerly he was Vice-President of Logistics and Marketing at Gold Fields La Cima S.A. and had several management positions in companies of the Glencore Group and Southern Peru Copper. He has more than 20 years of experience in the mining sector. He graduated as an Industrial engineer from the Lima University and earned a master's degree in Global Business Administration from the Business School of the Pontifical Catholic University of Peru. He also earned an MBA from Tulane University.

Álvaro Escalante Ruiz

Director of Human Resources

He is Director of Human Resources of Minsur since October 2014. Bilingual executive with more than 25 years of management experience in Sales, Marketing and Consultancy and the last 15 years in Human Resources. He has worked in national and transnational companies of various sectors, such as mass consumption, education, industry and mining. He has been a teacher in the Postgraduate School of the Peruvian University of Applied Sciences (UPC) and of the Andrés Bello University of Chile. He is currently a teacher in the Board member certification program of Centrum Católica. He has also been executive coach and a columnist for human resource management journals. He graduated in Business Administration from the Pacific University and earned an MBA from the Pontifical Catholic University of Chile. He participated in specialization programs at Ross School of Business (Michigan) and Harvard Business School (Boston).

Hik Park

Director of Audit

He is Director of Audit of Minsur since November 2018. Trilingual executive with 25 years of experience in consultancy and auditing, and 15 years of experience as Audit Manager. He has worked in national and transnational companies in over 5 countries. He is the former Audit Manager of Pan American Silver Corp (Canada). He is a part-time teacher of the Senior Management Program of the Piura University. He has been a member of the Board of Directors of the Institute of Internal Auditors in Vancouver, Canada, and is associated to the Institute of Internal Auditors of Lima, Peru. He has lectured on internal control, risks and fraud issues in Canada, Argentina, Mexico and Peru. Industrial Engineer graduated from the Pontifical Catholic University of Peru, he earned an MBA from the Piura University – IESE, a master’s degree in Education from the Villanueva Center and the Complutense University of Madrid. Certified Internal Auditor (CIA®), Certified Fraud Examiner (CFE®), and Certified in Risk Management Assurance (CRMA®).



