

2025
Sustainability Report

THE DOE RUN COMPANY









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2025 Letter from the CEO

https://doerun.com/media/news/2025-letter-from-the-ceo/

Letter from the President and CEO



Doe Run President and CEO, Matthew Wohl

Thank you for taking the time to view our 17th Annual Sustainability Report. Here you will find information on how we balance our social, economic, and environmental responsibilities while delivering a sustainable supply of select minerals, metals, and services for today, and for generations to come.

Safety, environmental stewardship, and strong relationships with our communities are core to how we operate. This report presents our progress across these areas because they protect lives, reduce operational risk, and support long-term value.

This year, we focused on practical improvements that strengthen our systems and reduce risk. We maintained our commitment to preventing harm through disciplined work practices, stronger leadership in the field, and continuous learning from operational experience. We strengthened how we manage the natural resources in our care by improving the management of resources, including efforts to extract and process minerals, supported by enhanced monitoring and controls.

We also reinforced our commitment to driving economic impact and innovation in our community by supporting local employment and strengthening partnerships with universities and regional businesses. In addition to our roughly $100 million payroll, Doe Run supports jobs for nearly 500 Missouri vendors with a local annual spend of more than $165 million.

Modernization and Innovation Deliver More Value to Extend the Life of Our Mines

At Doe Run, we understand the extraordinary responsibility of the work we do. The minerals we mine and recycle help power the systems essential for modern life. As of November 2025, every mineral we produce is now on the nation's Critical Minerals list[1], necessary for energy, manufacturing, critical infrastructure, and communications.

Sustainability reporting must reflect both actual results and the lessons learned along the way. Our results are shaped by operational realities such as site conditions, project timing, and evolving requirements, and by the actions we take to address gaps. Where we faced challenges, we strengthened our management systems and deepened the operational discipline needed to improve outcomes over time. At the same time, we are working to revolutionize the way we recover and process critical minerals.

Since mines typically shut down when they are no longer profitable rather than simply when they are depleted of ore, the pressures of processing costs and selectivity are critical factors. Our current milling and mineral processing techniques require Doe Run to be highly selective about headings being mined and to sort material underground before it reaches the mills. That effort costs money, and higher costs increase the ore grade needed to cover expenses. The ACL HydroMet Process changes that equation. Because the process can be fed by a lower grade bulk concentrate, the sorting and separation we perform underground today will no longer be necessary, meaning less time and less cost to bring material to the surface. Lower operating costs also support economically mining lower-grade ore, while enabling recovery of minerals that are difficult to recover with current approaches, including cobalt, nickel, and germanium. By lowering costs and recovering more value from the same ore bodies, we can extend the life of our mines and sustain the jobs of the people who work them.

In parallel, we continue to modernize our recycling operations to meet changing market needs. Over 30 years ago, Doe Run transformed a primary lead smelter into a facility that recycles lead batteries and other lead-bearing materials, the Buick Resource Recycling Facility, one of the nation's largest lead recycling operations. Today, our engineers are advancing a modernization plan that incorporates the ACL HydroMet Process into our current recycling operations in addition to using off-the-shelf technology. The result is improved operating conditions for our employees, fewer emissions, lower operating costs, and better recovery of minerals, particularly tin and antimony, that arrive at our receiving dock.

There is no better message for sustainability than striving to get more from the minerals in our care. Because these minerals are owned by Doe Run, private citizens, and the federal government, the benefits of these advances reach far beyond our operations. Minerals are finite, and we take seriously the trust placed in us to make the most of the ore in our care while protecting the land for future generations.

Our long-term priorities remain clear. Protecting human health and the environment is a critical responsibility, and we will continue investing in the controls, monitoring, and readiness required to meet this obligation. We will also continue to strive to reduce emissions through the operational and technology pathways that improve efficiency and accelerate progress toward lower-carbon outcomes. Environmental stewardship will remain central to our responsibility and operational resilience, and we will continue improving monitoring and controls to safeguard local resources.

Finally, innovation must deliver both environmental progress and economic resilience. Our breakthrough hydrometallurgical technology, The ACL HydroMet Process, in development for more than 15 years, has the potential to help fuel additional critical minerals production in Missouri, strengthening domestic supply chains and supporting the responsible production needed for future generations.

In the year ahead, our focus will be to advance the ACL HydroMet Process with continued attention to improving measurement quality, strengthening management systems, and acting quickly to address gaps. Our ultimate goal is to extract critical minerals more efficiently in Missouri and to get

more value out of the ore we mine. The ACL HydroMet Process operates cleaner than a traditional smelter and is designed to separate multiple minerals into marketable products—supporting more efficient mining, processing, and recycling in the United States.

Once in production, the ACL HydroMet Process will allow Doe Run to generate a greater volume of valuable resources from the same amount of mined and recycled material. Through our pilot plant, we have proven that our proprietary technology can extract a versatile array of critical minerals, including cobalt, copper, germanium, nickel, zinc, lead, antimony, and tin. These minerals are strategically important to national security, commercial production of goods, and economic well-being, and the U.S. continues to depend heavily on foreign supply for many of them. The process can also pull valuable resources from what is currently considered waste, strengthening U.S. supply and supporting environmental cleanup.

Doe Run's Role in Moving Production Home to North America

Doe Run's work is helping move production home. We are proud to keep 100% of our copper product in North America for processing, reducing foreign dependency and cutting emissions associated with long-distance freight. We are also continuing domestic production of zinc, keeping the vast majority of our zinc in North America for production. And our recycling operations are essential to strengthening U.S. resilience by helping support domestic battery supply chains.

Lead remains a Doe Run staple. Last year, the U.S. Geological Survey recognized lead as a critical mineral, and Doe Run is the country's top lead concentrate producer. Our product is among the cleanest in the world and is trusted across the industry. We continue to sell 100% of our production.

Our Communities and Our People are Our Top Priorities

Our long history in Southeast Missouri means we are woven into the fabric of the region, and we are acutely aware of our responsibility, not only to future critical minerals supply, but also to the legacy of the past. Across the country, environmental challenges and remediation efforts from historic mining remain complex and ongoing. Over the years, Doe Run has invested significant resources into modernization, eco-friendly practices, and long-term cleanup at both active and historic sites, and we strive to be the best corporate citizen we can be in the communities where we have operated for generations.

The remarkable people who live and work in these communities are our greatest strength. For more than 160 years, we have remained one of Southeast Missouri's primary employers and currently employ more than 1,200 people. We provide college tuition reimbursement and advanced training to help our workforce thrive. We encourage our employees to give back to our communities, and they routinely respond by volunteering their time and making donations to local charities.

Commitment to Sustainability

Sustainability is governed at senior levels through executive oversight and management accountability, with progress tracked through measurable targets and reviewed regularly. We will keep earning trust through transparency, measurable action, and continuous improvement. From the outset, we treat sustainability as operational resilience, protecting continuity of safe, responsible operations while supporting long-term value for our communities and stakeholders. The ACL HydroMet Process, designed to recover minerals more efficiently, is a key part of that approach. By changing the processing pathway, our technology will help us strengthen process predictability and operational reliability.

We treat permitting, local and federal, as a core risk-reduction discipline, not a procedural requirement. By coordinating early and regularly with agencies, we reduce uncertainty in environmental and operational requirements, identify constraints up front, and minimize the likelihood of delays or redesigns. This helps support resilience through the entire pilot-to-scale journey.

Finally, our partnership with state and federal agencies strengthens risk management through technical review and planning. Coordinating with the regulating agencies helps ensure that baseline assumptions, monitoring expectations, and safeguard implementation are aligned to governmental environmental priorities and grounded in sound technical oversight, supporting strong environmental outcomes and reinforcing confidence in the results from the ACL HydroMet Process.

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Looking to the Future

The importance of critical mineral recovery has perhaps never been so apparent. Metals like silver and copper are hitting record high prices while the country grapples with supply chain issues from foreign dependence. At Doe Run, all the minerals we produce are now ‘critical,’ and we see a promising future. I am optimistic that our incredible workforce and our exciting new technologies will help Doe Run break through the barriers currently creating critical mineral shortages in the U.S. I look forward to another year of providing essential resources in a smart, safe, and responsible way. We always welcome any partner who can help us make a lasting impact on the local, national, and global communities we serve. Thank you for your interest in Doe Run.

Sincerely,

Matthew D. Wohl
President and CEO

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[1] **Interior Department releases final 2025 List of Critical Minerals | U.S. Geological Survey**

Delivering Economic Impact Through Innovation and Critical Minerals Leadership

https://doerun.com/media/news/delivering-economic-impact-through-innovation-and-critical-minerals-leadership/



Inspecting critical minerals at Doe Run facility

The global competition for critical minerals has moved from a background policy concern to a front-page national priority, and Doe Run and Missouri are at the center of it. In 2025, Doe Run continued to build on its position as the region's most significant minerals producer while advancing a technological breakthrough that has the potential to establish Missouri as a hub for domestic critical mineral supply.

Why Critical Minerals Matter to Our Nation

Critical minerals are in the phone in your pocket, the electric vehicle in your driveway, the solar panels generating clean energy, and the radar and night vision systems protecting American troops overseas. The U.S. Geological Survey (USGS) defines a critical mineral as one that is essential to the economic or national security of the United States, has a supply chain vulnerable to disruption, and serves an essential function in manufacturing, and the absence of which would have significant consequences.

In November 2025, the USGS updated its official list of critical minerals, expanding from 50 to 60 commodities. Notably, both lead and copper, two of Doe Run's three primary mined metals, were among the 10 newly added minerals. The designation reflects a federal acknowledgment of what the industry has long understood: that dependence on foreign production of these materials poses genuine economic and security risk.

Today, the United States imports its entire supply of 12-to-16 critical minerals and more than half of its supply of 29 others. China controls 85% of global critical mineral refining. So even when ore is mined under American soil, mineral concentrates are shipped overseas before returning to the U.S. as finished metal at higher cost, with greater carbon emissions, and at the mercy of foreign trade policy.

Missouri's Mineral Wealth: The Right Resources in the Right Place

Missouri is not simply part of the critical minerals conversation, it has the potential to be an integral part of it. The state is home to one of the world's most significant lead mining districts, the Viburnum Trend in Southeast Missouri, which has produced high-grade lead, copper, and zinc concentrates for generations. Interestingly, this same ore body holds additional minerals of growing strategic importance: cobalt, nickel, germanium, and silver. Additionally, tin and antimony can be recovered at our Buick Resource Recycling Facility. This means that as of November 2025 when the USGS updated the nation's list of critical minerals, virtually every mineral in Doe Run's control is now a critical mineral.

Doe Run holds 160,000 acres of mineral rights within this world-class mining district. That is not a speculative claim about future discoveries. It represents a thoroughly documented, actively producing resource, one of the most completely understood ore bodies in North America. In a world where supply chains for critical minerals are increasingly treated as geopolitical variables, that certainty carries enormous value.

Add to this Missouri's strategic geography: situated at the crossroads of the national transportation network, with access to major rail corridors, interstates, and the Mississippi and Missouri Rivers, the state is uniquely positioned to receive, process, and distribute critical minerals throughout the U.S. to the manufacturers, clean energy developers, and defense contractors that need them.

Doe Run as a National Hub: Closing the Midstream Gap

Mining is only the first step. The real vulnerability in the U.S. critical minerals supply chain lies midstream — in processing and refining, where raw ore becomes usable metal. For decades, this capacity has eroded. When Doe Run closed the nation's last primary lead smelter in Herculaneum, Missouri, in 2013, domestic lead concentrates began their journey overseas. Today, Doe Run ships copper, zinc, and lead concentrates internationally because the United States simply lacks sufficient processing capacity to handle them at home.

"Essentially we are exporting the middle of our supply chain," said Rene Bustamante, Vice President of Sales and Marketing. "Ore concentrates are sent overseas for processing, where countries may keep them for their own use or turn them into end products that are then sold and exported back to the U.S."

Doe Run's goal, and its competitive advantage, is to change that.

The ACL HydroMet Process: A Breakthrough in Hydrometallurgy

The foundation of Doe Run's vision for domestic processing is a proprietary technology more than 15 years in the making: the ACL HydroMet Process. Unlike traditional smelting, which requires immense heat, energy, and emits significant greenhouse gases, the ACL HydroMet Process uses liquid-based chemistry, specifically an ammonium chloride solution, to extract a wider range of metals from mineral concentrates, recycled batteries, pyrometallurgical slag, and mining chat and tailings.

The technology achieves what no other hydrometallurgical process that we know of currently in use can do: recover multiple critical minerals – including copper, zinc, cobalt, nickel, lead, tin, antimony, and germanium – with one process in a single facility, with significantly lower air emissions and a smaller carbon footprint. The chloride-based solutions are recycled within the process, minimizing liquid waste and reducing operating costs compared to conventional methods.

In 2024, the U.S. Department of Defense awarded Doe Run $7 million in Defense Production Act funds to construct a demonstration-scale plant at the company's technology center in Viburnum, a powerful signal that this technology has been recognized at the highest levels of federal policy as essential to national security.

Independent experts in the field have taken note. Dr. Michael Moats, Professor of Materials Science and Engineering at Missouri University of Science and Technology (Missouri S&T), testified to Congress on the nation's critical mineral crisis and has followed Doe Run's technology development closely.

"Relying on countries like China for the processing of the minerals and metals we use every day is not a sustainable practice. Doe Run has made great strides in developing and demonstrating a hydrometallurgical process that will be a significant tool in reversing that trend."

– Dr. Michael Moats, Missouri S&T

Dr. Kwame Awuah-Offei, Center Director of the Missouri S&T Critical Minerals and Materials for Advanced Energy Tech Hub and associate professor of mining engineering, points to the broader opportunity of a potential critical minerals hub that Doe Run's technology enables for the state.

"Missouri could become the focus of critical mineral research, testing, mining, and refining operations. The economic contributions would be felt across Missouri as the hub would be a catalyst for related industries, such as battery manufacturers, to bring their operations here."

– Dr. Kwame Awuah-Offei, Missouri S&T

The Economic Opportunity for Missouri

The economic potential of Missouri's critical minerals leadership extends well beyond Doe Run's fence lines. Research from the Missouri S&T Critical Minerals and Materials for Advanced Energy Tech Hub analyzed the full economic impact of building a critical minerals industry cluster in Missouri. The findings were significant:

- **+5,000** new jobs in a 14-county region
- **~$5B** gain in GDP for the region
- **$17B** in gross output for the region

When downstream impacts are included such as supply chain growth, worker spending, and the attraction of battery manufacturers drawn by proximity to materials and technical expertise that value grows substantially:

- **23,000** total jobs for the state of Missouri
- **$12.5B** in GDP for Missouri
- **+$34B** in gross output for Missouri

Doe Run's current operations already contribute meaningfully to this foundation. In 2025, the company's mining and recycling operations supported 1,248 employees and contributed an estimated $715 million to the Missouri economy, including $165 million in direct spending with Missouri vendors.

A stronger processing capacity, supported by the full capabilities of the ACL HydroMet Process, would multiply these contributions, attract downstream manufacturers, and help position Missouri as the domestic hub for the critical minerals supply chain the nation urgently needs.

"Our work is not only a powerful engine for our local and national economy, but also crucial for our everyday needs and for our national security," said President and CEO Matt Wohl. "This work is poised to position Missouri as a crucial global supplier of minerals the U.S. has long imported through unpredictable foreign supply chains."

The conversation around critical minerals has moved from policy debate to national imperative. Missouri has the resources, the expertise, the infrastructure, and the technology to answer that call and Doe Run intends to lead the way.

Performance Data

https://doerun.com/sustainability/performance-data/

Environmental Performance

Indicator Key

See the full GRI Index for all the GRI indicators included in our Level C report.

301-2 (EN2) Direct Recycled Input Materials[1] (Fiscal Year)

Units and Substances Key

Metric Ton(s): mt

Source (mt)	**2023**	**2024**	**2025**
Slag	8,057	14,695	**15,159**
Batteries (mt of Pb)	81,797	86,632	**72,617**
Lead-Bearing Material	30,888	34,521	**28,834**
Iron-Containing Material	6,634	8,897	**9,394**
Total Materials Used[1]	**127,376**	**144,745**	**126,004**

(1) Materials used vary annually with market demand and plant operating conditions.

302-1 (EN3) Energy Consumption (Calendar Year)

Units and Substances Key

Gigajoule(s): GJ

Direct Non-Renewable Energy Source	**2023**	**2024**	**2025**
Coke [1] [2]	409,151	361,695	**523,778**
Explosives [3]	26,147	26,613	**23,674**
Natural Gas [4]	6,529	7,672	**9,129**
Petroleum Fuel [5]	248,438	252,499	**187,325**
Propane [2]	548,161	555,516	**513,706**
Total Direct Energy Consumption[1]	**1,238,426**	**1,246,491**	**1,257,612**

Indirect Non-Renewable Energy Source	**2023**	**2024**	**2025**
Electricity	1,436,642	1,438,274	**1,382,285**
Total Indirect and Direct Energy Use	**2,675,068**	**2,684,764**	**2,639,898**

(1) 2023-2024 decrease in coke usage due to higher quality of coke from supplier and longer run times of the blast furnace as it consumes more coke at start-up.
(2) 2025 production at Resource Recycling shifted to blast furnace production due to battery shortage, driving coke usage up and propane and electricity usage down.
(3) 2025 lower production tonnage in the mines decreased explosive and electricity usage.
(4) 2025 production at FPI shifted to more energy intensive castings.
(5) SEMO realized some fuel efficiency from 2025 mining locations, but overall less usage tied to lower production.

302-3 (EN5) Energy Intensity of All Sources (Calendar Year)

Units and Substances Key
Metric Ton(s): mt
Gigajoule(s): GJ
Ore: Ore milled at mining operations
Pb: Lead produced at alloying, casting, and secondary smelting and fabricating operations

Division	Units	2023	2024	2025
Southeast Missouri Mining and Milling Division (SEMO)	GJ/mt Ore milled	0.36	0.35	**0.37**
Metals Division (1)	GJ/mt Pb produced	10.79	10.59	**12.75**
Fabricated Products Inc. (FPI) (2)	GJ/mt Pb produced	0.90	0.90	**1.20**

(1) 2025 lead production at Resource Recycling shifted to Blast Furnace production due to battery shortage, which is more energy intensive.
(2) 2025 production at FPI shifted to more energy intensive products (wire, nuclear castings, anodes).

305-1 (EN15) Total Direct Greenhouse Gas Emissions (2025)

Units and Substances Key
Metric Ton(s) of Carbon Dioxide Equivalent (mt CO_2e)

	2023	2024	2025
Scope 1 (direct emissions of Greenhouse Gases, Carbon Disclosure Project, e.g., direct combustion of fuels)	104,219	97,741	**103,702**

305-2 (EN16) Total Indirect Greenhouse Gas Emissions (2025)

Units and Substances Key
Metric Ton(s) of Carbon Dioxide Equivalent (mt CO_2e)

	2023	2024	2025
Scope 2 (emissions from direct purchase of energy, e.g., electricity)	328,495	328,847	**289,148** (1)

(1) The decrease in emissions for 2025 largely stems from electrical service providers lowering their CO_2/mwh.

305-3 (EN17) Other Relevant Indirect Greenhouse Gas Emissions (2025)

Units and Substances Key
Metric Ton(s) of Carbon Dioxide Equivalent (mt CO_2e)

	2023	2024	2025
Scope 3 (indirect emissions from transportation and employees' commute, etc.)	9,550	8,929	**8,165**

305-4 (EN18) Greenhouse Gas Emission Intensity

Units and Substances Key
Metric Ton(s): mt
Carbon Dioxide Equivalent: CO_2e
Ore: Ore milled at mining operations
Pb: Lead produced at alloying, casting, and secondary smelting and fabricating operations

Division	Units	2023	2024	2025
Southeast Missouri Mining and Milling Division (SEMO)	mt CO_2e/mt Ore milled	0.06	0.07	**0.07**
Metals Division (Resource Recycling and Glover)	mt CO_2e /mt Pb produced	1.17	1.20	**1.40**
Fabricated Products Inc. (FPI)	mt CO_2e /mt Pb produced	0.14	0.15	**0.10**

305-7 (EN21) Significant Air Emissions (Calendar Year)

Units and Substances Key
Metric Ton(s): mt

Source (mt by type and weight)	**2023**	**2024**	**2025**
Ammonia (NH_3)	0.00	0.00	**0.00**
Antimony (Sb)	0.00	0.00	**0.00**
Arsenic (As)	0.07	1.40	**0.11**
Cadmium (Cd)	0.01	0.16	**0.01**
Carbon Monoxide (CO) [(1)]	8,675.76	12,562.78	**12,645.84**
Copper (Cu)	0.29	0.27	**0.27**
Hazardous Air Pollutants (HAP)	0.49	0.44	**0.44**
Lead (Pb)	2.93	3.37	**3.00**
Nickel (Ni)	0.03	0.03	**0.02**
Nitrogen Oxides (NO_X)	50.45	29.41	**13.75**
Particulate Matter (PM)	170.67	191.46	**158.62**
Sulfur Dioxide (SO_2)	2,231.37	2,324.98	**2,343.37**
Sulfuric Acid (H_2SO_4)	0.17	0.16	**0.16**
Volatile Organic Compounds (VOC)	9.32	8.55	**7.93**
Zinc (Zn)	0.56	0.73	**0.53**
Total	**11,142.12**	**15,123.58**	**15,174.05**

(1) Year to year fluctuations in carbon monoxide emissions are typical based upon blast furnace operations.

306-1 (EN22) Total Water Discharge (2025)

Units and Substances Key
ppb: parts per billion

Source (average ppb)	**2023**	**2024**	**2025**
Lead	5.40	6.15	**4.06**
Zinc	216.39	209.03	**165.53**
Copper	1.37	1.57	**1.53**
Total water discharge (million gallons/year)	**17,284**	**18,996**	**18,073**

(EN-29/227/SO8/419-1 Penalties and Citations goes into the GRI Index)

Environmental Spending

EN31 Total Fiscal Environmental Spending

	2023	2024	2025
Total Capital Spending and Operating Expense	$35,084,561	$42,988,740	**$36,589,989**
Remediation Spending			
Historic Properties	$7,635,863	$5,014,455	**$2,857,927**
Operating Properties	$3,144,314	$2,263,533	**$1,428,385**
Total Remediation Spending	**$10,780,178**	**$7,277,988**	**$4,286,312**
Total Fiscal Environmental Spending, Including Remediation	**$45,864,739**	**$50,266,728**	**$40,876,301**

Workforce Summary

G4-10 (102-8) Number of Employees by Division (Calendar Year)

(Number of employees)[1]	2023	2024	2025
Southeast Missouri Mining and Milling Division (SEMO)	706	684	**642**
Metals Division (Resource Recycling)	323	333	**321**
Corporate and Other Non-Operations Employees	177	165	**139**
Fabricated Products Inc. (FPI)	42	36	**40**
Total Number of Employees[1]	**1,248**	**1,218**	**1,142**

Male and Female Employees by Division (Calendar Year)

	2023		2024		2025	
(Number of employees)	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
SEMO	638	68	613	71	**570**	**72**
Metals Division	292	31	306	27	**292**	**29**
Corporate and Other Non-Operations Employees	126	51	105	56	**83**	**56**
FPI	39	3	33	3	**37**	**3**
Total Number of Employees[1]	**1,095**	**153**	**1,061**	**157**	**982**	**160**

Number of Employees by Employment Type (Calendar Year)

(number of positions)	2023	2024	2025
Permanent Hourly Positions[2]	866	932	**861**
Permanent Salary Positions[2]	378	284	**280**
Temporary Positions	3	1	**0**
Contracted Positions	1	1	**1**
Total Number of Employees[1]	**1,248**	**1,218**	**1,142**

Male and Female Employees by Employment Type (Calendar Year)

	2023		2024		2025	
(number of employees)	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Permanent Hourly Positions[2]	835	31	845	87	**776**	**85**
Permanent Salary Positions[2]	258	120	215	69	**205**	**75**
Temporary Positions	1	2	0	1	**0**	**0**
Contracted Positions	1	0	1	0	**1**	**0**
Total Number of Employees[1]	**1,095**	**153**	**1,061**	**157**	**982**	**160**

(1) Employee counts for G4-10 include all categories of employees as of the end of the calendar year.
(2) August 2024, salaried nonexempt employees were reclassified as hourly nonexempt.

LA1 (401-1) New Employee Hires by Gender (Calendar Year)

Total number[1] and percentage of new employee hires entering employment during the reporting period broken down by gender. New hires do not necessarily represent an increase in workforce.

	2023		2024		2025	
	Number	%	Number	%	Number	%
Male	251	87.8%	247	88.5%	**185**	**83.0%**
Female	35	12.2%	32	11.5%	**38**	**17.0%**
Total Number of Employees	**286**		**279**		**223**	

Employees Leaving by Gender (Calendar Year)

Total number[1] and percentage of employees leaving employment during the reporting period broken down by gender.

	2023		2024		2025	
	Number	%	Number	%	Number	%
Male	233	90.0%	269	90.9%	**261**	**88.8%**
Female	26	10.0%	27	9.1%	**33**	**11.2%**
Total Number of Employees	**259**		**296**		**294**	

New Employee Hires by Age Group (Calendar Year)

Total number[1] and percentage of new employee hires entering employment during the reporting period broken down by age group. New hires do not necessarily represent an increase in workforce.

	2023		2024		2025	
	Number	%	Number	%	Number	%
30 or younger	144	50.3%	139	49.8%	**110**	**49.3%**
31 to 40	68	23.8%	58	20.8%	**48**	**21.5%**
41 to 50	40	14.0%	53	19.0%	**44**	**19.7%**
51 and above	34	11.9%	29	10.4%	**21**	**9.4%**
Total Number of Employees	**286**		**279**		**223**	

Employees Leaving by Age Group (Calendar Year)

Total number[1] and percentage of employees leaving employment during the reporting period broken down by age group.

	2023		2024		2025	
	Number	%	Number	%	Number	%
30 or younger	84	32.4%	113	38.2%	**111**	**37.8%**
31 to 40	59	22.8%	64	21.6%	**64**	**21.8%**
41 to 50	53	20.5%	56	18.9%	**50**	**17.0%**
51 and above	63	24.3%	63	21.3%	**69**	**23.5%**
Total Number of Employees	**259**		**296**		**294**	

(1) Employee counts exclude hiring and termination of temporary employees.

Health and Safety Performance

403-1 (LA6) Occupational Safety and Health

Employee Blood-Lead Average

The adjusted Occupational Health and Safety Administration's (OSHA) standard for medical reassignment of an employee is 53 micrograms of lead per deciliter of whole blood ("µg/dL").[1] Doe Run has reduced its medical reassignment maximum limit to 25 µg/dL. If any Doe Run employee has a blood-lead level that reaches 25 µg/dL, they are temporarily reassigned to duties with lower exposures to lead.

(in µg/dL)	2023	2024	2025
Southeast Missouri Mining and Milling Division (SEMO)	7.00	6.53	**7.47**
Metals Division [2]	12.20	12.18	**11.98**
Corporate and Other Non-Operations Employees	4.56	2.80	**4.93**
Fabricated Products Inc. (FPI)	7.57	6.20	**8.60**
Average [3]	**8.33**	**7.96**	**8.74**

Employee Blood-Lead Data

Doe Run monitors and reports the average number of employees with a blood-lead level greater than 19 µg/dL in the calendar year. The adjusted OSHA standard for medical reassignment of an employee is 53 µg/dL.[1] Doe Run sets its maximum limit at 25 µg/dL. If any Doe Run employee has a blood-lead level that reaches 25 µg/dL, they are temporarily reassigned to duties with lower exposures to lead.

(# of employees with blood-lead levels >19 µg/dL)	2023	2024	2025
SEMO	25	12	**61[4]**
Metals Division [2]	28	107	**83**
Corporate and Other Non-Operations Employees	5	5	**0**
FPI	0	0	**0**
Total	**58**	**124**	**144**

Total Lost-Time Accidents and Fatalities

According to OSHA, lost time is defined as a nonfatal traumatic injury that causes any loss of time from work beyond the day or shift it occurred, or a nonfatal nontraumatic illness/disease that causes disability at any time. According to the Mine Safety and Health Administration (MSHA), lost time is defined as days which the employee would have worked but could not because of an occupational injury or an occupational illness. A fatality is not counted as a lost time accident.

(number of injuries)	2023	2024	2025
SEMO	2	4	**3**
Metals Division	3	4	**11**
Corporate and Other Non-Operations Employees	0	0	**0**
FPI	0	0	**2**
Total	**5**	**8**	**16**
Total number of work-related fatalities, companywide	**0**	**0**	**0**

Total OSHA Recordables and MSHA Reportables

Total OSHA recordables and MSHA reportables are incidents that require lost time, restricted duty, prescription medication, involve broken bones or stitches, involve imbedded matter in the eye, or burns of a defined size and severity.

(number of incidents)	2023	2024	2025
SEMO	27	26	**27**
Metals Division	26	28	**28**
Corporate and Other Non-Operations Employees	1	2	**0**
FPI	1	1	**3**
Total	**55**	**57**	**58**

Total Case Incident Rate (TCIR)

TCIR is the number of OSHA recordable and MSHA reportable incidents per 200,000 personnel hours worked. OSHA recordables and MSHA reportables are incidents that require lost time, restricted duty, prescription medication, involve broken bones or stitches, involve imbedded matter in the eye, or burns of a defined size and severity.

(TCIR rate)	2023	2024	2025
SEMO	3.73	3.52	**3.79**
Metals Division	7.39	7.93	**7.52**
Corporate and Other Non-Operations Employees	1.44	1.40	**0**
FPI	3.53	2.64	**8.34**
Total Company	**4.79**	**4.48**	**4.56**

(1) The OSHA General Industry Lead Standard is written in units of µg of Pb/100g of whole blood. The conversion used is 1 ug/100g = 1.05 µg/dL.
(2) Glover is included in the Metals Division for blood-lead data only due to the nature of their work.
(3) Average is calculated based on the number of employees who receive testing.
(4) Blood-lead sampling processes changed for 2025, increasing the number of participants sampled.

Workforce Training

404-1 (LA9) Average Hours of Training Per Employee (2025 Calendar Year)

Hours reported cover only environmental, health and safety training. Additional skills and leadership training, as well as new hire onboarding, took place, but were not recorded.

(number of training hours)	2023	2024	2025
Total number of training hours	34,621	48,195[1]	**39,253**
Total number of employees	1,248	1,218	**1,142**
Average number of training hours per employee	**27.74**	**39.57**	**34.37**

(1) Increases in training hours took place at Buick Resource Recycling Division through a program known as Toolbox Talks. Training also increased on mobile equipment in our remediation subsidiary.

Financial Highlights

201-1 (EC1) Financial Highlights (Fiscal Year)

Dollars in Thousands	2023	2024	2025
Property Taxes[1]	$6,665	($968)	**$4,659**
Compensation	$122,551	$128,683	**$131,506**
Community Investment	$112	$318	**$115**
Environmental Spending	$45,865	$50,267	**$40,876**
Research & Development	$1,594	$2,757	**$2,931**
Royalties to Governments	$7,412	$7,090	**$6,880**
Capital Spending (Excluding Environmental CapEx)	$21,562	$22,834	**$7,074**

(1) A property tax dispute was settled in 2024, resulting in a refund of overpaid taxes in prior years.

(EC-7 Volunteer Hours and Donations info goes into the CEO letter or GRI Index)
(EC-9 Supplier Spend goes into CEO letter or GRI Index)

Management Approaches

https://doerun.com/sustainability/management-approaches/

Read below to learn more about how we manage our social, environmental, and economic commitments.

Social

Community Engagement

Doe Run operates with the consent of the community. We recognize the importance of their goodwill and the responsibility we have to operate safely, economically, soundly and in an environmentally sustainable manner. Our local communities expect us to be a fair and responsible community member. We demonstrate this in part by including the concerns of the community in our decision-making process. When we honor our commitments, we build trust with our stakeholders, including those in the communities in which we operate.

When we developed our Sustainability Principles, it was important to us that we address being a good neighbor, specifically:

- We respect community values, priorities, and interests in our business decisions.
- We provide enduring benefits that enhance our communities.
- We maximize the economic benefits we provide to our stakeholders.

Each of our operations is responsive to community concerns. We identify community interests and concerns in a variety of ways, including conducting surveys and participating in community events, volunteering, hosting tours and through regular exchanges with civic, government, business, education and other community groups. We are able to provide both immediate and lasting benefits to the community by:

- Purchasing locally wherever possible.
- Hiring locally where possible and paying higher-than-average local wages overall.
- Paying royalties to governments and private landholders, as well as our fair share of taxes.
- Supporting educational opportunities through STEM curriculum in area schools, tours when possible, internships, summer jobs, doctoral candidate projects and academic scholarships.
- Providing donations to local charities that improve quality of life for people in our communities.

We also aim to share information in a transparent and proactive manner. Although we are a privately held company, we choose to report annually on our social, economic and environmental performance in our Sustainability Report, so community members, customers, legislators and other stakeholders know how we are doing. We also conduct community surveys to determine the interests, concerns and disposition toward our company of those living nearest to our operations. In this way, we can adjust our community engagement and communications efforts to better meet each community's needs.

By sharing information openly, being an active member and supporter of the communities, living in and near the communities in which we operate, and engaging in two-way dialogue, we believe we can support the sustainability of the local communities, and produce and deliver our products more efficiently.

Employment

The Doe Run Company's values – safety, integrity, collaboration, respect, stewardship and sustainability – affirm our organization's culture and commitment to sound and ethical business practices. This starts with how we treat our employees and applicants. Our goal is to attract and retain the best employees in order to help us achieve our goals, so it is important that we strive to respect and invest in our people and consider workforce and industry best practices. We do this by paying our employees overall higher-than-average local wages, offering tuition reimbursement opportunities and providing affordable health benefits. As the largest employer in the area, it is important to the local economy that we continue to provide quality jobs and remain a sustainable company that can employ the next generation.

Our approach to employment and workers follows the principles of equal employment opportunity and affirmative action in all employment policies and practices, including our recruiting, hiring, compensation, benefits, transfers, training, promotions, company-sponsored events and other employment activities. We track and report on employment rates annually, as well as employee health and safety monthly (see **Management Approach to Health and Safety**), to ensure we are meeting those principles.

We also provide employees with training and development opportunities, which are important to help employees perform their best, build new skills and enable the company to thrive. We believe this approach fosters greater employee satisfaction, so that they stay with us, become great at what they do and help others become so, too. Our average training hours per employee devoted to environmental, health and safety are **reported here**.

Our employee handbook outlines our business code of conduct, hiring practices, time and attendance policies, anti-harassment policies, compensation and pay practices, benefit and leave policies, and much more for employees. We provide helpful resources, such as an employee hotline, which allows employees to report anything that might be illegal or unethical, or violations of company policy. We introduce all new employees to these materials during orientation, and regularly review them with employees when and if changes are made to a policy, or if a need is identified.

We support a culture of respect, continuous improvement, and safety by identifying competencies that are directly aligned with our values and have built them into our talent management practices. We assess and review talent for our critical positions companywide on an annual basis and offer tools for learning to plan for succession and prepare our workforce for future success. We recognize and respect that every employee has a voice and opinion that matters. Diversity in experience, thought and ideas is encouraged.

Building a culture of respect and investment in our people is a strategic priority, but it's increasingly important as the entire mining industry faces a growing demand for talent to replace retiring employees. How we attract, build and retain top talent will directly impact our long-term success as a company and an industry. That is why we aim to be viewed as a preferred employer by promoting a culture of safety and environmental compliance, teamwork and collaboration, fairness and consistency, oversight and standardization, communication and advocacy.

Health and Safety

We depend on one another to operate safely and to protect each other, the community and the environment. We share updates internally on a monthly basis, report incidents according to regulatory requirements and share our annual results in this Sustainability Report.

Doe Run's approach to employee health and safety includes continual training and protective standards that meet or exceed industry and regulatory standards. Training is critical to helping us keep our employees safe and is required to meet certain compliance and regulatory guidelines, as well as to cover essential work-related skills, techniques and knowledge. We ensure that our employees possess the right skills to help our business succeed, and conduct refreshers to address changes in guidelines, technology, processes, etc.

Supervisors are responsible for confirming that all employees receive required trainings, as well as annual refreshers and/or continuing education as needed. In 2025, employees participated in more than **34,600 hours** of environmental, health, and safety training.

Doe Run also tracks and reports on key health and safety metrics on a monthly and annual basis to identify opportunities for improvement. We track our exposed workforce's blood-lead levels (the trace amount of lead the body may absorb through exposure), accidents and incident rates. Monthly reports are shared all the way up through the executive level.

Our mining, milling and recycling activities have the potential for employees to be exposed to airborne lead particles. Doe Run employees are trained in proper lead handling and personal hygiene processes to reduce their exposure. Personal protective equipment is worn in areas of exposure, and employees who work in certain areas are required to wash thoroughly and change clothes and shoes before eating or going home each day.

Doe Run's standards for workforce exposure to lead are more stringent than government requirements, and progress is measured to the microgram, or one millionth of a gram. The lead industry voluntarily self-monitors and self-reports on employees' blood-lead concentrations in micrograms of lead per deciliter of whole blood (µg/dL). Doe Run reports this information in our Sustainability Report. In addition, on a monthly basis, we track and monitor internally those employees whose blood-lead levels are 15-19 µg/dL and employees whose levels are greater than 19 µg/dL. Doe Run counsels employees who cross a certain threshold to identify particular areas of exposure, and work on individualized plans to address those areas. Employees whose levels exceed 25 µg/dL are temporarily reassigned to a job area with reduced exposure. By comparison, the adjusted OSHA standard for medical reassignment of an employee is 53 µg/dL.

We use a variety of tools to assist in identifying safety improvement opportunities, and we involve employees to develop solutions to address them. Some examples of routine safety steps employees take include pre-shift equipment inspections and daily inspections of their work areas to identify any potential hazards, and reporting near misses – situations that could have resulted in an accident but did not – to help prevent potential injuries.

Doe Run has won the prestigious Sentinels of Safety mine safety award 28 times and has operations that have gone decades without a lost-time incident. We also have two award-winning mine rescue teams that undergo monthly training and compete in mine rescue competitions to keep skills sharp in case they need to aid employees during a real mine emergency. Safely returning our workers home to their families and loved ones at the end of each day is the ultimate goal of our safety and training programs.

Environmental

Emissions

We report on our environmental performance each year regarding potential environmental impacts and to inform our neighbors and other stakeholders about our efforts to minimize such impacts.

Doe Run's mining, milling and recycling activities involve permitted emissions into the environment, which is why we have robust management systems in place to mitigate any potential impact to the environment and maintain permit compliance. Such emissions are monitored and reported, as appropriate, to regulatory bodies, including the Missouri Department of Natural Resources and the United States Environmental Protection Agency.

We have a number of measures in place to minimize, treat and prevent emissions in order to ensure a safe work environment and to meet regulatory requirements with respect to water and air. Water released from our property must meet limits established in facility-specific operating permits. Air emissions also must meet standards. Doe Run uses baghouses, scrubbers, ventilation systems and enclosures, among other methods, to manage these emissions. Our air emissions are regularly monitored and reported, and ambient conditions are evaluated by air monitors designed to measure concentrations on-site as well as beyond our property line. We also use a system that enables us to monitor air emissions continuously for some processes.

The vast majority of our reported emissions are the placement of tailings (ground-up rock that is the byproduct of milling and mining, from which we have effectively removed the minerals) into permanent permitted areas on our property.

To further monitor and improve in this area, we maintain International Organization for Standardization (ISO) environmental management certifications covering multiple facilities.

Energy

Our Sustainability Principles reflect that Doe Run is a steward of not only the minerals we extract, but also the energy we use in our operations. Energy consumption constitutes one of our largest operating costs for both the mining and metals divisions. Doe Run is one of the largest electricity consumers in Missouri because electric motors run much of our operations, including conveyors, pumps, ventilation fans, rock crushers, grinding mills, hoisting equipment, air scrubbers, baghouses and water treatment plants. Total energy consumption includes electricity, fuels (furnace coke, diesel, propane, gasoline), and explosives. The electricity we use is purchased from our local utilities, which generate the majority of their electricity from fossil fuels. Energy usage and costs are tracked monthly for each of the operations.

Because fossil fuels produce carbon emissions, we continue to explore other ways to conserve energy and use cleaner energy options for the good of the environment, society and the sustainability of the company. We have initiated several energy efficiency projects, including LED lighting replacements, installing variable-frequency drives on vent fan motors, installing shut-off switches on pumps that do not need to run continuously, and using new, higher efficiency water pumps at our water treatment plants. Collaborative work with our energy providers has resulted in upgraded substation infrastructure that includes advanced methods for tracking and understanding energy usage. Our electric underground haulage system significantly reduces the use of diesel trucks above ground at one of our sites. As mines age, transportation efficiency over longer haul distances becomes even more important.

In 2023, Doe Run enrolled in Ameren's Demand-Side Management (DSM) program. DSM is an energy strategy where electric utilities incentivize consumers to modify their energy consumption patterns during time periods of high electric demand or during emergencies. It allows grid operators to reduce overall power usage, shift demand to off-peak hours, or balance variable generation from renewable energy sources. By smoothing out demand, DSM prevents sharp spikes that trigger blackouts and saves utilities from the expense of building costly backup power plants or expanding transmission networks. Since 2023, Doe Run has performed successfully as one of the largest contributors to Ameren's DSM program producing benefits for both Doe Run and the utility grid operators.

Conserving energy, reducing costs and/or looking for alternative energy sources are critical to the future of our mines and the economic value they bring our stakeholders.

Materials

One of our Sustainability Principles is to "minimize the impact of our operations on the environment." Understanding our product streams, as well as the amount of materials we are able to recycle through our process, helps us measure and manage the resources we consume. By using recycled materials, we support a more circular economy and reduce overall waste to landfills.

Our stakeholders care about the environment and jobs, so effectively managing natural resources and providing value to the local community by sourcing locally are two examples of steps we take to address those concerns. Another important topic for our industry is the reuse of materials to limit waste, which is why we report on 301-1 (EN2). We recycle an average of 8 million batteries per year, along with other lead-bearing materials, at our Resource Recycling facility. These materials are sourced from battery manufacturers and other business partners. The recovered materials can be reused again and again, as part of a circular economy. Additionally, active Doe Run facilities work to continuously improve processes to minimize waste generation through programs such as recycling of cardboard and shrink wrap from raw material packaging.

We measure all materials we use so we can better evaluate purchasing habits, material sourcing and product options, among other material needs. We continue to look for opportunities for improvement, such as sourcing more materials locally (which can reduce shipping impacts) and choosing alternative renewable materials where feasible.

Doe Run utilizes this data to inform our purchasing decisions, evaluate contracts and select vendors who share our vision for sustainability. By working together, we can improve efficiencies throughout our supply chain and responsibly source cost-effective materials. Preferences are put on

materials that deliver value to the organization, support jobs in local communities, and have as little environmental impact as possible.

Water

In Southeast Missouri, many streams run near our operations. These waterways provide recreation for the community, and responsible use of these resources is important to us, as well as our neighbors. We are dedicated to protecting water quality. We work to ensure that water discharged from our operations safely meets permitted levels based on water quality standards before being returned to the environment.

We measure our water discharge data to track our progress in returning clean water to the environment. Approximately 52 million gallons of water come into contact with our Missouri operations every day, naturally flowing through our mines, falling as rain on our property or used in our processes. We pump water that comes from the mines and mills to large tailings storage facilities on our property, where it is temporarily stored prior to treatment in site-specific water treatment facilities.

Five water treatment plants process water from mine tailings storage facilities, and three water treatment plants cover our Herculaneum, Glover and Resource Recycling facilities. Our water treatment plants use a chemical technology, similar to that of municipal water treatment plants, to sufficiently remove metals and impurities. We monitor the water to ensure it meets regulatory requirements administered by the State of Missouri, prior to discharging to local waterways.

Our water management approach with these high-tech facilities allows Doe Run to process and discharge water more efficiently and meet stringent water quality standards. The water treatment plants have also increased our capacity to handle high surges of water in the event of heavy storms.

At Fabricated Products, Inc. – a wholly owned subsidiary of Doe Run – they rely on two retention basins to collect rainwater runoff at the lead fabrication plant in Casa Grande, Arizona. This reduces the load on the municipal storm water and sewer system.

Additionally, we keep the quality of water in mind when remediating historic mine sites. At some remediation sites, we have greatly improved water quality in streams and created stormwater diversions to manage water quality. We have also capped slag and chat piles and have taken other measures to reduce wind and water erosion, to limit or prevent such materials from being carried into nearby water sources.

Economic

Compliance

Our activities are subject to a wide range of laws and regulations governing worker health and safety, land use, environmental protections, and many other areas. Compliance in this regulatory environment is crucial to our business and our reputation. By operating a responsible business, we are able to continue to protect our shared environment, employ our people, support our local economy, and provide necessary minerals and metals to a global society.

Our commitment to conduct business in a manner that adheres to all applicable laws and regulations is stated in our employee handbooks and Standards of Business Conduct.

We also participate in key voluntary compliance and reporting programs to demonstrate our commitment to transparency and good governance. We hold International Organization for Standardization (ISO) certifications at nine of our facilities to help us maintain environmental (ISO 14001) and product (ISO 9001) quality standards. These sites undergo third-party certification to ensure ISO standards are met. Our Environmental Management System (EMS) follows ISO standards to help Doe Run ensure that measures are properly implemented to meet environmental regulations. Within this program is the Environmental Task Management System (ETMS), which integrates our environmental tasks into a calendar system with reminders that allows us to track the completion of reoccurring tasks, such as sampling events.

In addition to internal efforts to verify performance, regulators closely monitor our activities. Sites are frequently inspected by state and federal government agencies that review our operational, health and safety, and environmental performance. Our facilities are subject to regulation by, among others, the Mine Safety and Health Administration, the Missouri Department of Labor Mine and Cave Safety Division, the Occupational Safety and Health Administration, the Missouri Department of Natural Resources and the United States Environmental Protection Agency. These agencies conduct inspections on a regular basis.

Financial Management

Doe Run generates financial value by mining and milling lead, copper, and zinc ore; producing concentrates; manufacturing lead products; and recovering lead metal through the recycling of approximately 8 million lead batteries each year. As a major employer in the region, our business has an impact on the community and local economy, as well as the local suppliers and nonprofits who rely on our partnership.

We engage in a rigorous annual planning process in which we allocate the resources generated by the business. During that process, we try to balance our investments in a way that is most fair to all our stakeholders by reinvesting in our business and employees, protecting the environment and improving the local economy.

Doe Run takes this approach in order to appropriately allocate resources to each of our priorities, balancing the changing needs of each one.

- We strive to ensure that we invest sufficiently in the community, through donating to local causes, and paying fair wages to employees.
- It is important that we continue to reinvest in our operations to ensure our long-term sustainability.
- We are also committed to the environment in which we live and operate, and invest significant resources into monitoring, mitigating and improving our impact on the environment.

Doe Run follows rigorous procedures for its internal control systems. Read more about these procedures in the **corporate governance** section of the report.

Corporate Governance

https://doerun.com/sustainability/corporate-governance/

The Doe Run Resources Corporation, doing business as The Doe Run Company (Doe Run), is ultimately held by the private, New York-based **The Renco Group, Inc.**

As a global supplier of lead, copper, and zinc concentrates and lead metals and alloys, Doe Run is guided by a seven-member executive team.[1] The team consists of the president and chief executive officer; executive vice president – finance and human resources, chief financial officer and treasurer; vice president of operations and chief operating officer; vice president – law and general counsel; vice president – sales and marketing; vice president – exploration and strategic planning; and vice president – environmental, health and safety. The executive team is 86% male and encompasses an age range of 43 to 67 years. The team is 86% Caucasian. Their compensation is determined using market-based data and standard industry practices.

The executive team members were selected for their roles based on their depth of experience and competencies relevant to our business, including: mining, metallurgy, geology, engineering, environmental management, regulatory compliance, law, human resources, and financial management. They lead these areas of the organization through a lens of sustainability, addressing relevant environmental, social, and economic impacts.

These individuals are responsible for setting the business strategy and organizational structure of Doe Run, as well as the company's economic, social, and environmental policies, and its goals and performance. The executive team regularly consults with stakeholders, including employees, customers, legislators, regulators, and community members, to understand their needs and potential business impacts.

The executive team is actively involved in reviewing each division's production, workforce, environmental, health and safety performance, as well as broader economic performance by division and for the company and its subsidiaries. These topics are reviewed by the team at least weekly and often daily.

Executives receive base and variable compensation. Base compensation is based on years of experience, competitive market analysis, and areas of responsibility. Variable or performance-based compensation is based on performance against established metrics that are set at the start of each fiscal year.

As a part of our annual profit planning process, the executive team sets company goals and identifies projects, including those that further implement sustainability in the company's operations. Company projects must align to company goals and have specific metrics. Company projects are reviewed continually. Many of the projects are reported on in the Sustainability Report, which is prepared by a team of employees across all divisions, as assigned by the executive team. Sustainability and its governance are set by the executive team who reviews and approves Doe Run's Sustainability Report.

Policies, Procedures and Practices

Doe Run's board of directors expects management to keep pace with best practices in corporate governance. To accomplish this goal, Doe Run utilizes a stringent set of corporate governance policies, procedures and practices to ensure that the business is properly directed, administered and controlled. For example:

- Doe Run follows rigorous procedures for our internal control systems. These procedures include conscientious design of systems, with a focus on segregation of duties wherever practicable, and proper documentation and annual testing of the operations of these systems. Doe Run also undergoes external audits, including testing of internal controls, by an independent accounting firm, which is required to adhere to **Generally Accepted Auditing Standards (GAAS)** as established by the American Institute of Certified Public Accountants. Doe Run has written procedures and policies in place to ensure the accuracy and completeness of our financial records and the effectiveness of our internal control systems, particularly in such areas as accounting, inventory, purchasing and sales transactions. In addition, the legal department reviews contracts for legal risks to the business, and our standard vendor setup packet identifies any personal relationships to Doe Run employees that could pose a conflict of interest. The decision to take these steps is consistent with our desire to conduct business ethically and responsibly. Following this control framework also supports our efforts to maintain **International Organization for Standardization** (ISO) certifications at several operating sites, including the Resource Recycling facility and the Vancouver, Washington–based Fabricated Products Inc. site, which are all certified under the ISO 9001 Quality Management program. This certification verifies that strong, quality procedures are in place. Doe Run's Sweetwater Mine and Mill, Fletcher Mine and Mill, Brushy Creek Mine and Mill, Buick Mill, Casteel Mine, Mine 29, and Resource Recycling facility hold ISO 14001 certification, which focuses on environmental management. Specifics related to these certifications are **included on our website**.
- As a federal subcontractor, Doe Run adheres to the requirements of the Office of Federal Contract Compliance Programs (OFCCP). In doing so, Doe Run develops annual affirmative action plans, which support the principles of equal employment opportunity and affirmative action in all of our vendor agreements, as well as employment policies and practices, including recruiting, hiring, compensation, benefits, transfers, training, promotions, social recreation programs, company-sponsored events, and in other terms and conditions of employment.
- Doe Run strives to maintain open communication with important audiences both inside and outside the company. As described within the **Reporting Process**, Doe Run holds regular meetings with employees and engages in ongoing conversations with external stakeholders. We also periodically survey employees and community stakeholders. Through our corporate office, Doe Run provides our operating sites with guidance and education about community engagement. Sites implement activities based on the specific needs of local communities. These activities include regular community outreach, facility tours, special events and ongoing dialogue with local communities. Stakeholders can share concerns or feedback with the company through any of these forums or by contacting **communityinfo@doerun.com**. When we receive community concerns, we investigate the source of the concern and take appropriate measures to address those concerns as promptly as possible.
- As part of the company's employee handbooks, which cover company policies, procedures and practices, Doe Run also provides Standards of Business Conduct. These handbooks include our ethics policy, practices to help avoid and address conflicts of interest and bribery, including

our compliance with the Foreign Corrupt Practices Act (FCPA), and how to report suspicious activities, among other information. These policies are reviewed at onboarding, and employees acknowledge their receipt of the handbook at onboarding and whenever changes are made.

- In addition to providing on-site HR support, we also provide our employees with a mechanism by which they can anonymously share issues or concerns via a hotline system managed by an outside third party. Once an employee makes a report, the third-party firm notifies human resources and legal department leadership. Timely investigations are conducted for all reports made to the hotline. Any necessary communication between the reporter and the company is handled through the third-party system, unless an employee elects otherwise, to resolve issues as discreetly as possible.

Those interested in employment or advancement can begin learning about the company's expectations, values and sustainability policy from our website, recruitment ads, new hire orientation, and leadership development programs. In addition, the company's Standards of Business Conduct and Company Values, Vision, Mission and Business Strategy are reviewed formally during the onboarding process and throughout our leadership development programs. Employees receive updated versions of the employee handbooks and Standards of Business Conduct as revisions are made, and also can access these documents online.

Doe Run is committed to providing good-paying jobs in our communities. Our average wage is higher than the average wage in the Missouri counties in which we operate and those from which we draw the majority of our employees, as well as higher than the average Missouri wage overall. All salaried positions are periodically reviewed for total compensation for competitive purposes. Compensation equity is reviewed as a part of that analysis and also reviewed with promotions. Benefits are reviewed annually.

Our core values are defined by the executive team and reinforced daily in conversations, business processes, as part of employee development, as well as throughout our internal and external communications.

We believe we can enhance the quality of life for our stakeholders through:

- Safety: Protecting one another.
- Integrity: Demonstrating transparency and honesty in all we say and do.
- Collaboration: Working together with employees and external stakeholders to realize shared goals.
- Respect: Recognizing that every employee has a voice and opinion that matters; diversity of experience, thought and ideas is encouraged.
- Stewardship: Conserving, managing, and making the most of the natural resources in our care.
- Sustainability: Balancing social, environmental, and economic considerations with a relentless focus on improving our processes.

To ensure that we stay current on corporate responsibility trends, we consider guidance through trade associations related to our industry. We are committed to continuous improvement in operating responsibly and with integrity.

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[1] *Executive team composition as of May 18, 2026*

Reporting Practice

https://doerun.com/sustainability/reporting-practice/

Taking into consideration the Global Reporting Initiative (GRI) definition of materiality, Doe Run determines what information to include in its Sustainability Report based on a variety of methods, which may include quantitative and qualitative research, one-on-one conversations, community meetings, tours, online surveys, and special events. We include progress we have made on projects, processes, or challenges that have significant economic, environmental, and social impact (both positive and negative) on our company, our stakeholders, and the industries that depend on lead-based products.

Doe Run initially adopted the GRI framework in 2009 as a response to research that indicated audiences wanted to know more about the company, its efforts to operate safely and its investments to limit its environmental impact. The executive team reviews and implements programs and processes to further implement sustainability in the company's operations. Each year, the executive team assigns individuals from the various divisions to collect data and prepare the company's Sustainability Report.

Doe Run continues to refine the topics we cover in our Sustainability Reports based on what our stakeholders consider material.

Over the past decade, we have periodically conducted quantitative and qualitative research within the Missouri communities in which we operate. The research identified the major issues facing citizens in the community during that time. Some of the most common responses we have heard over the years include the state of the local economy, the availability of good jobs, local education and healthcare access, Doe Run's environmental responsibility, the safety of Doe Run operations, and the company's involvement in the community.

Based on these insights and ongoing conversations with our stakeholders, Doe Run prioritized which aspects and data indicators are material both inside and outside the organization, and should be the focus of this report:

- Job creation and workforce development
- Employee health and safety at all operations
- Environmental capital investment and performance, which relates to all operations
- Remediation progress and land conservation
- Workforce data for all operations
- Direct economic impact from all operations and indirect economic impact from operations and supply chain

Identification and Selection of Stakeholders

Based on input and continued dialogue with our employees, communities, industry groups, and regulatory bodies, we've determined that in addition to our shareholder and employees, our stakeholders consist of the following: community groups and leaders; neighboring property owners and residents; retired employees; local, state, and federal governments; business groups; nearby schools; customers; suppliers; and industry organizations.

Stakeholder Groups

Community Groups and Leaders

Key Interests and Concerns

Seek information related to local jobs, taxes, and other support.

Engagement Methods

- Provide feedback mechanism via annual Sustainability Report.
- Maintain ongoing engagement through a number of community events.
- Maintain involvement in various community organizations, including Viburnum Economic Development Area Corporation, Viburnum Lions Club, Salem Chamber of Commerce, Council for a Healthy Dent County, Reynolds County Rotary Club, Viburnum Golf Club, Joachim Golf Club, local school district organizations and community sports teams.
- Support local and regional nonprofits through donations, including Salem Senior Center, Ellington Chamber of Commerce, Ellington Volunteer Fire Department, Bunker Lions Club, Bunker Volunteer Fire Department, Viburnum Lions Club, Ellington Alumni Association, Disabled Citizens Alliance for Independence Food Pantry, Advantage Home Care, Council for a Healthy Dent County, The Guardian Angel Settlement Association's "St. Louis Santas for Seniors" program, Old Miners' Days Committee, Hurricane Helene and Milton Relief Efforts, Salvation Army of Iron County, and Reynolds County Sheltered Workshop, local churches and other organizations.
- Share company updates via news releases and annual Sustainability Report.
- Provide free tours annually during Old Miners' Days in Viburnum, Mo.

Neighboring Property Owners and Residents

Key Interests and Concerns

Seek information related to the potential impact of Doe Run's operations on their land, such as environmental precautions, traffic, noise, etc. Also interested in employee safety.

Engagement Methods

- Communicate directly with impacted residents if or when a situation arises.
- Share company updates via direct communication with community leaders, news releases, local newspaper and radio interviews, and annual Sustainability Report.
- Provide free tours annually during Old Miners' Days.

Employees

Key Interests and Concerns

Seek information about business goals, operational performance, employee training, and health and safety.

Engagement Methods

- Conduct employee surveys, most recently in 2022, 2017, 2014 and 2012.
- Hold regular and frequent safety/communications meetings with hourly employees.
- Hold informal meetings between executives and employees outside of the departments they oversee to create opportunities for employees to ask questions.
- Hold regular employee meetings with managers.
- Establish cascading process to share information with employees and to surface feedback from employees.
- Publish and mail regular employee newsletter to share company updates.
- Gather informal information at annual company-sponsored events, including Old Miners' Days.
- Regularly post company updates to LinkedIn.
- Publish intranet articles and banners.
- Share frequent employee updates on monitors at Doe Run facilities.

Local, State and Federal Government and Regulatory Agencies

Key Interests and Concerns

These groups seek information about operational performance, specifically around environmental impact and health and safety. Local and state governments are also deeply interested in the company's economic impact, including jobs and taxes.

Engagement Methods

- Periodically hosts Doe Run Day at the Capitol to interact with legislators in Jefferson City, Missouri.
- Regularly host legislators, policymakers and their staffs on tours of Doe Run operations.
- Host Environmental Protection Agency/Missouri Department of Natural Resources tours of Doe Run operations.

- Meet regularly with federal and state legislators and regulators to provide updates on company operations, environmental performance and future plans.
- Post online annual Sustainability Reports with detailed data on environmental, health and safety performance.
- Meet regularly with Missouri Department of Natural Resources, EPA Region 7, U.S. Forest Service, U.S. Fish and Wildlife, and Bureau of Land Management to address legacy issues and ongoing operations.

Business Groups

Key Interests and Concerns

Seek information related to the company's economic impact in the area, including supplier partnerships.

Engagement Methods

- Maintain involvement with local business groups, including Viburnum Economic Development Area Corporation, Viburnum Lions Club, Viburnum Golf Club, Joachim Golf Club, Salem Chamber of Commerce, and Associated Industries of Missouri.
- Share company updates via news releases, LinkedIn and the annual Sustainability Report.

Nearby School Districts and Colleges

Key Interests and Concerns

Seek information related to funding that benefits schools. Also seek information to inform and educate students about mining and minerals, and training for students who want to enter the mining profession.

Engagement Methods

- Maintain ongoing partnerships with local colleges, such as Missouri University of Science and Technology and Mineral Area College, including scholarships, training opportunities and/or donations toward key programs.
- Provide financial support for education in local schools with a focus on STEM related education, including materials that encourage active learning, creative problem-solving, and enhanced curriculum at area school districts, and scholarships for students studying STEM fields.
- Offer minerals education curriculum and materials to local school districts.
- Offer internships and job training.
- Engage in informal conversations with teachers and administrators through involvement in mineral education workshops, Career Days and other partnerships with schools.
- Share company updates via news releases, LinkedIn and the annual Sustainability Report.
- Regularly host local university administrators, professors, and students, on tours of operations.

Customers

Key Interests and Concerns

Seek information related to the quality of our products, customer service, and business continuity.

Engagement Methods

- Maintain ongoing conversations between customers and sales, customer service, production and planning, and transportation personnel.
- Provide a quality and service response program.
- Engage with customers at conferences and tradeshows.
- Visit customer facilities.

Industry Organizations

Key Interests and Concerns

Seek information and best practices related to economic, environmental and social performance.

Engagement Methods

- Identify best practices of industry organizations through attendance at annual conferences.
- Volunteer on committees.
- One-on-one conversations.
- Incorporate ideas and practices as appropriate.

Open communication with our internal and external stakeholders helps us share achievements and challenges. It also helps Doe Run understand what actions and information our stakeholders desire from us. We strive to maintain open communication with stakeholders both inside and outside the company. Our Sustainability Reports and our online survey are two channels for this communication.

To share feedback with Doe Run, contact **communityinfo@doerun.com**, and please consider answering a few questions via our **online survey**.

GRI Index

https://doerun.com/sustainability/gri-index/

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines. A list of the reported Standard Disclosures is listed below. All information is fully disclosed, unless otherwise indicated.

General Disclosures

2-1	**Organizational details**	The company operates in the United States and is headquartered in St. Louis, Missouri. The Doe Run Resources Corporation is a corporation, which is an indirect subsidiary of The Renco Group, Inc.
2-2	**Entities included in the organization's sustainability reporting**	The Doe Run Resources Corporation's operations, as well as the operations of its wholly owned subsidiaries.
2-3	**Reporting period, frequency and contact point**	Doe Run reports annually on a calendar year basis (fiscal year reporting is noted where appropriate). The report is typically published online in August. Any questions regarding reporting can be sent to Chris Neaville, director of public affairs, at **cneaville@doerun.com**.
2-4	**Restatements of information**	All significant restatements of data and information provided in earlier reports are noted in the particular report section in footnotes.
2-5	**External assurance**	The report is not externally assured.
2-6	**Activities, value chain and other business relationships**	**What We Do**
2-7	**Employees**	**Workforce Summary**
2-8	**Workers who are not employees**	**Workforce Summary**
2-9	**Governance structure**	**Corporate Governance**
2-10	**Nomination and selection of the highest governance body**	**Corporate Governance**
2-11	**Chair of the highest governance body**	**Corporate Governance**
2-12	**Role of the highest governance body in overseeing the management of impacts**	**Corporate Governance**

2-13	**Delegation of responsibility for managing impacts**	**Corporate Governance**
2-14	**Role of the highest governance body in sustainability reporting**	**Corporate Governance**
2-15	**Conflicts of interest**	**Corporate Governance**
2-16	**Communication of critical concerns**	**Corporate Governance** **Employment Management Approach**
2-17	**Collective knowledge of the highest governance body**	**Corporate Governance**
2-18	**Evaluation of the performance of the highest governance body**	**Corporate Governance**
2-19	**Remuneration policies**	As a privately held company, Doe Run does not disclose this information.
2-20	**Process to determine remuneration**	As a privately held company, Doe Run does not disclose this information.
2-21	**Annual total compensation ratio**	Not reported
2-22	**Statement on sustainable development strategy**	Doe Run takes into consideration the three pillars of sustainability (social, economic, and environmental aspects) in company decisions with a goal of providing value to all of our stakeholders while safely operating within the intent of the law and providing a return on investments.
2-23	**Policy commitments**	**Corporate Governance**
2-24	**Embedding policy commitments**	Doe Run's Employee Handbook and Standards of Business Conduct provide employment policies and guidance as to how employees should conduct themselves at work and while representing Doe Run. Doe Run's **Corporate Governance** and **Management Approaches** set forth descriptions of other policies and practices to which the company adheres. These documents are reviewed by the executive committee and updated as appropriate.
2-25	**Process to remediate negative impacts**	**Corporate Governance**
2-26	**Mechanisms for seeking advice and raising concerns**	**Corporate Governance**

2-27	**Compliance with laws and regulations**	In 2025, Doe Run paid $680,476 in fines and penalties relating to compliance with environmental health and safety regulations. This increase was due in part to settlement of a claim for several years' worth of stipulated penalties stemming from allegations of multiple instances of non-compliance with the terms of a 2011 Consent Decree and increased penalties resulting from MSHA citations.
2-28	**Membership associations**	The Doe Run Company participated on the boards and/or committees for a variety of industry organizations in 2025, including: REGFORM Associated Industries of Missouri National Mining Association Society of Mining, Metallurgy and Exploration Missouri University of Science & Technology Mines & Metallurgy Academy Missouri S&T Critical Minerals Advisory Board Missouri S&T Mining and Explosives Engineering Advisory Board Missouri S&T Critical Minerals Tech Hub O'Keefe Institute Advisory Board
2-29	**Approach to stakeholder engagement**	**Reporting Practice**
2-30	**Collective bargaining agreements**	None.

Material Topics

3-1	**Process to determine material topics**	**Reporting Practice**
3-2	**List of material topics**	**Reporting Practice**
3-3	**Management of material topics**	**Management Approaches**

Economic

201-1 (G4-EC1)	**Direct economic value generated and distributed**	**Financial Highlights** (Partially Disclosed)

203-1 (G4-EC7)	**Development and impact of infrastructure investments and services supported**	In 2025 Doe Run continued to support the communities along the Viburnum trend, including subsidizing multiple tenants' rent in a shopping center and dental office and subsidizing the Viburnum and Herculaneum golf clubs.In 2025 Doe Run employees logged more than 620 volunteer hours and donated nearly $52,000 to local charities.
204-1 (G4-EC9)	**Proportion of spending on local suppliers at significant locations of operation**	In 2025, Doe Run supported Missouri businesses by spending more than $165 million dollars with 480 Missouri vendors. This accounts for 42% of total company spending.

Environmental

301-2 (G4-EN2)	**Percentage of materials used that are recycled input materials**	**Environmental Performance**
302-1 (G4-EN3)	**Energy consumption within the organization**	**Environmental Performance**
302-3 (G4-EN5)	**Energy intensity**	**Environmental Performance**
305-1 (G4-EN15)	**Direct greenhouse gas (GHG) emissions (Scope 1)**	**Environmental Performance**
305-2 (G4-EN16)	**Energy indirect greenhouse gas (GHG) emissions (Scope 2)**	**Environmental Performance**
305-3 (G4-EN17)	**Other indirect greenhouse gas (GHG) emissions (Scope 3)**	**Environmental Performance**
305-4 (G4-EN18)	**Greenhouse gas (GHG) emissions intensity**	**Environmental Performance**
305-7 (G4-EN21)	**NOx, SOx, and other significant air emissions**	**Environmental Performance**
306-1 (G4-EN22)	**Total water discharge by quality and destination**	**Environmental Performance**

Employment

401-1 (G4-LA2)	**New employee hires and employee turnover**	**Workforce Summary** (Partially Disclosed)

Occupational Health and Safety Management

403-1 (G4-LA6)	**Type and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities**	**Health and Safety Performance** (Partially Disclosed)

Training and Education

404-1 (G4-LA9)	**Average hours of training per year per employee**	**Workforce Training** (Partially Disclosed)

Local Communities

413-1 (G4-SO1)	**Local community engagement, impact assessments, and development programs**	All operations implement a localized community engagement plan.



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