

Kansanshi Copper Mine

ILLUMINATING A NEW ERA
IN ZAMBIAN MINING



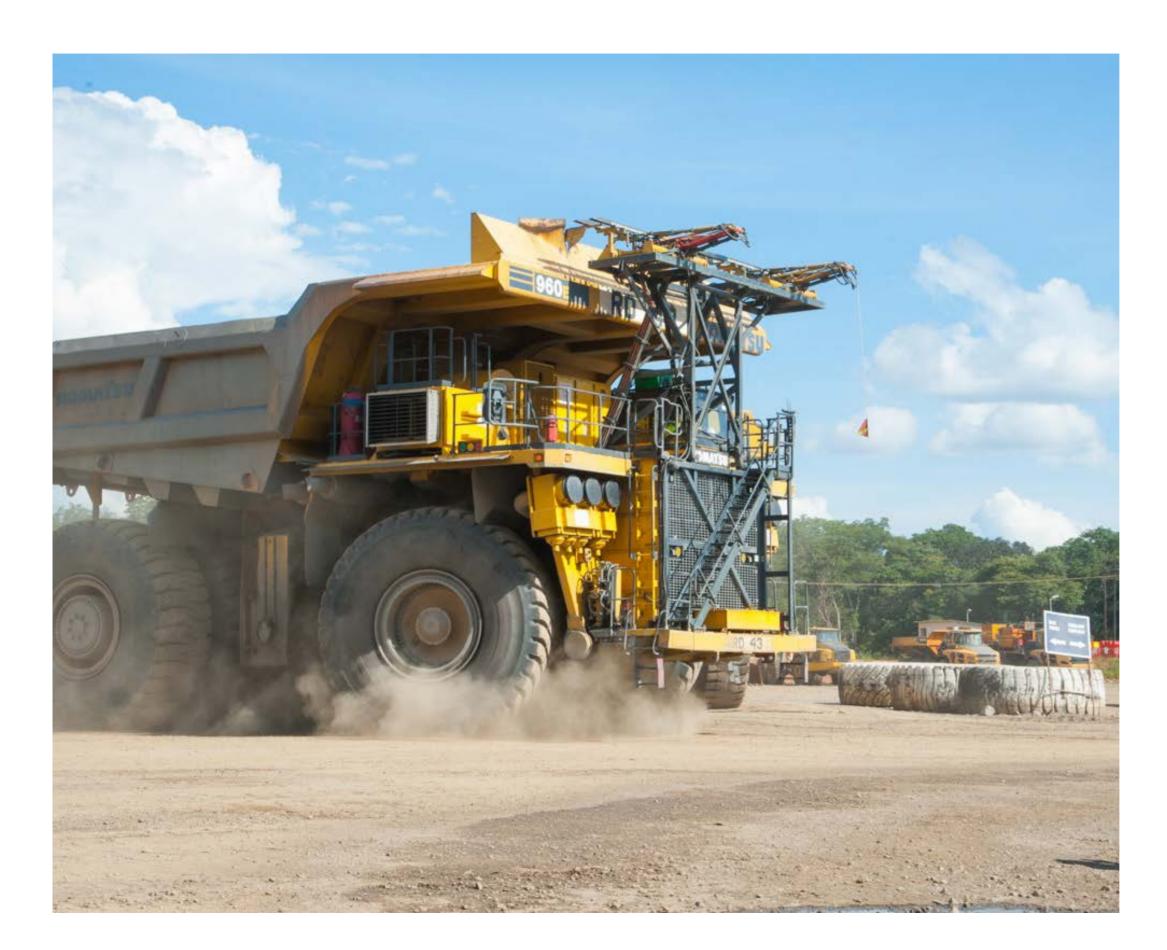


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KANSANSHI COPPER MINE

Illuminating a New Era in Zambian Mining

RESEARCH BY JOSEPH PHILIPS



s dawn breaks over the red soils of Solwezi, Zambia, Peter Kalumba rises early, much like generations before him. But unlike those generations, Peter's mornings are marked by the hum of heavy trucks rolling towards Kansanshi-Zambia's flagship copper operation. Once a full-time maize farmer, Peter now balances his agricultural roots with a growing fleet of trucks supplying sand and aggregates to the contractors building the mine's ambitious US\$1.25 billion S3 Expansion. His story epitomizes the profound transformation occurring not only within Kansanshi but across Zambia's mining landscape.

The story of First Quantum Minerals' Kansanshi mine and its S3 Expansion is more than a tale balance, industrial growth that includes the local community and local economy; it is a narrative of economic revival, technical ingenuity, and community resilience. The S3 Expansion, set to extend the mine's productive life into the 2040s, will nearly double Kansanshi's copper output, significantly enhance the facility's technical footprint, and redefine mining operations in Zambia's copper belt. This in-depth editorial, structured in a narrative-driven documentary style,

There's pride in supplying something meaningful to a project that benefits our community," Peter says, reflecting on the ripple effect of his work. "When the mine grows, we grow with it

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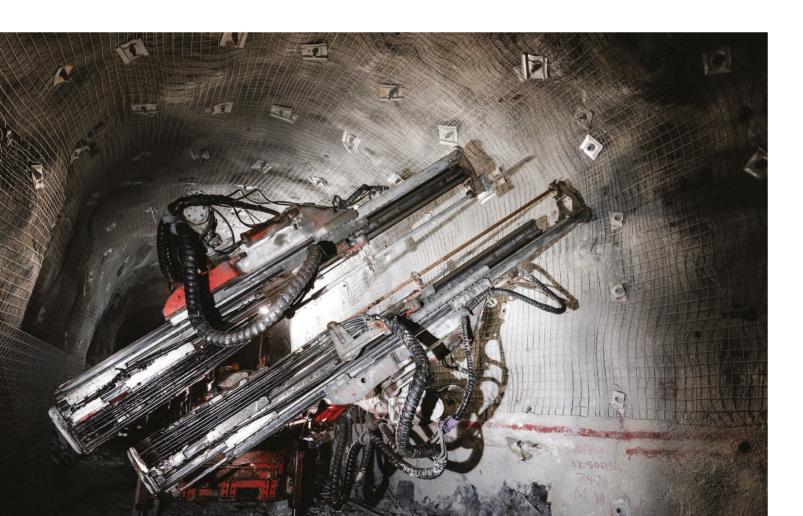


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weaves together personal testimonies. expert insights, and visionary leadership from First Quantum's executives. Our goal is to explore how a single mine's evolution can trigger cascading benefits—from the revitalization of local businesses and the creation of thousands of skilled jobs, to driving sustainable community initiatives that extend far beyond the immediate economic impact.

Peter's journey is emblematic of a broader transformation in Solwezi. Rather than displacing Solwezi's agricultural heritage, Kansanshi's expansion has opened new markets for local produce, supported irrigation schemes, and created hybrid livelihoods. Many families continue farming while also participating in mining-linked supply chains—combining the reliability of contracts with the cultural continuity of cultivation.

"There's pride in supplying something meaningful to a project that benefits our community," Peter says, reflecting on the ripple effect of his work. "When the mine grows, we grow with it."

Through the voices of local suppliers, senior executives like CEO Tristan Pascall. and General Manager Anthony Mukutuma, and the experiences of technical partners such as Hatch, Liebherr, ABB, and local contractors like Spectra Oil, we will provide an inside look at Kansanshi's





dramatic expansion. We will also delve into the comprehensive environmental and corporate social responsibility programs embedded within the project.

Ultimately, this editorial documentary seeks to highlight how responsible mining practices at Kansanshi are reshaping Zambia's economic and social fabric, cementing its position as a cornerstone of sustainable development for the next generation.

From Humble Beginnings to Continental Leadership

Long before Kansanshi became synonymous with Zambian copper excellence, First Quantum Minerals (FQM) began its journey in Zambia at the modest Bwana Mkubwa mine in the late 1990s. Back then, Zambia's mining sector was recovering from decades of stagnation and underinvestment. Yet, even in those early days, FQM executives saw immense potential beneath Zambia's rich soils.

FQM's initial entry marked the beginning of a transformative relationship with

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Ever since the Liebherr Group joined the mining industry more than 50 years ago, its products have set standards in open-pit mining operations around the world. All of Liebherr's mining trucks, dozers and excavators provide customers with the best possible performance for the lowest cost per tonne thanks to the advanced technologies and reliable components built into every machine. The durability of these machines, even in the toughest of mining conditions, is thanks to Liebherr's decades of experience in designing, manufacturing and supporting mining equipment. Over the years, the company has strived to continuously improve its product offerings by incorporating feedback from customers and its own experienced technicians into the designs of each machine.

Liebherr also provides a comprehensive range of low and zero emission solutions across its product portfolio to support mining customers wherever they may be in their decarbonisation journeys. Since 2022, the company has offered low emission options for all of its loading and hauling products and is committed to offering completely

fossil-fuel-free mining equipment for hauling, digging and dozing by

Alongside its zero emission solutions, Liebherr also offers technology products that take the performance of Liebherr machines to the next level. loMine, Liebherr's suite of technology products, is designed to help customers enhance their decision-making, safety and sustainability - all while reducing costs. The three product families within IoMine - Automate, Operate and Maintain - provide solutions that help customers to optimise different areas of their mining

Liebherr customers in Zambia are supported by the Group's sales and service company in the country, Liebherr Zambia. Liebherr Zambia provides machinery, technical support and spare parts to customers in the mining and earthmoving segment. And, in recent years, Liebherr Zambia has played a significant role in developing product innovations such as Liebherr's Trolley Assist System for haul trucks.

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Zambia's economy. Leveraging a unique blend of technical innovation and strategic risk-taking, the company steadily expanded its footprint. In April 2005, after considerable investment and infrastructure development, the first copper cathode was produced at the newly developed Kansanshi mine, located approximately 10 kilometers north of Solwezi.

Over the past 28 years, FQM has evolved from a pioneering foreign investor into one of Zambia's largest employers and a major contributor to the nation's GDP. Today, Kansanshi stands as Africa's largest copper mine by output and ranks among the top ten copper mines globally. FQM holds an 80% stake through Kansanshi Mining PLC, with the Zambian government's ZCCM Investments Holdings retaining the remaining 20%.

The mine has continuously upgraded its operations, technology, and processing capacities, moving from modest beginnings to a sophisticated operation that employs over 13,000 people, the majority Zambians. In 2013, Kansanshi's production reached a notable 270,724 tonnes of copper and 167,395 ounces of gold, underscoring the mine's remarkable growth trajectory.

The journey wasn't without challenges. Fluctuations in global copper prices, evolving regulatory environments, and logistical hurdles have tested the resilience and adaptability of Kansanshi's management team. Yet, with each challenge, the mine emerged stronger, incorporating lessons learned into its operational framework.



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The S3 Expansion marks the latest and most ambitious phase of Kansanshi's evolution, aimed at securing the mine's position as a cornerstone of Zambia's economy well into the 2040s. With a clear strategic vision and significant financial commitment-US\$1.25 billion-the S3 Expansion is not just an incremental improvement; it is a step-change designed to solidify Kansanshi's legacy as a leader in responsible mining, economic development, and technical innovation on the African continent.

Expansion Unveiled: Kansanshi's Game-**Changing S3 Project**

First Quantum Minerals' S3 Expansion is not merely another incremental upgrade; it represents a generational leap for the Kansanshi mine. At its core, the US\$1.25

billion project introduces a state-of-theart sulphide processing plant capable of handling an additional 25 million tonnes of ore per year, significantly boosting the mine's current capacity. The ambitious program also encompasses a major expansion of Kansanshi's smelting facilities and the development of the new South East Dome pit—critical infrastructure that extends the operational life of the mine well into the 2040s.

Approved by First Quantum's board in May 2022, the S3 Expansion signals a vote of confidence in Zambia's improved investment climate under the New Dawn administration. Tristan Pascall. CEO of First Quantum Minerals, captured the strategic importance of this initiative clearly:

"The Kansanshi mine has been a cornerstone asset for First Quantum for





Our vision is closely linked to Zambia's vision: to bring the country's copper production to 3 million tonnes per year by 2031. The S3 Expansion is central to achieving this goal

15 years, and the S3 Expansion will expand production and extend the mine life for another two decades."

Beyond scale, the technical aspects of the S3 project underscore Kansanshi's forward-looking approach. The new processing plant incorporates advanced flotation technology and an enhanced gold recovery system to maximize the yield from lower-grade sulphide ores. The facility is designed with flexibility in mind—initially processing 16 million tonnes per annum

(Mtpa), with plans to scale seamlessly to 25 Mtpa as operations ramp up.

Central to the expansion is a cutting-edge overland conveyor system designed by German engineering firm KHD GmbH, dramatically reducing reliance on diesel-powered trucks, thus improving efficiency and significantly reducing emissions. The S3 expansion also includes the integration of digital technologies and automation, streamlining processes, and allowing real-time monitoring for optimized production.

The S3 project coincides with a significant upgrade to Kansanshi's smelting facilities, ensuring the expanded mine and processing plant operate seamlessly. This integrated approach ensures no production bottlenecks, positioning Kansanshi as one of the most efficient mining operations globally.

With construction already well underway, major milestones—including the installation of flotation cells and mills—are on track. Anthony Mukutuma, Kansanshi's General Manager, describes the progress confidently:

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As Kansanshi prepares to scale up its operations dramatically by mid-2025, the S3 Expansion is poised not only to transform production at the mine but also to significantly impact Zambia's overall economic landscape.

On-Site Voices: Perspectives from Kansanshi's Leadership

At the bustling Kansanshi site, General Manager Anthony Mukutuma stands near the freshly assembled mills, watching closely as engineers and technicians perform final checks on critical equipment destined to power the S3 Expansion. Mukutuma, who has guided Kansanshi through years of operational evolution, speaks proudly of the project's progress and its profound implications—not just for the mine, but for Zambia's broader ambitions.

"Our vision is closely linked to Zambia's vision: to bring the country's copper production to 3 million tonnes per year by 2031," Mukutuma explains. His voice conveys not just optimism, but a clear-eyed understanding of the path ahead. "With S3, we are significantly expanding capacity, introducing advanced technology, and securing jobs and livelihoods. It's truly transformative."



The solution isn't just operational; it's about strengthening infrastructure for the long-term," he says. "We're investing significantly in energy management and infrastructure upgrades to ensure we have stable, sustainable power.

Mukutuma highlights a key challenge facing the project: power supply. With Zambia experiencing energy constraints, Kansanshi has partnered closely with ZESCO, the national power utility, and other energy traders to secure reliable power supplies during the ramp-up phase. This collaborative approach underscores the mine's integrated strategy—addressing challenges proactively while fostering partnerships that benefit the wider community.

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Beyond technical progress, Mukutuma emphasizes Kansanshi's commitment to local community engagement. He details the mine's robust programs around education, scholarships, and agricultural





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support—including a unique initiative where copper-export trucks return loaded with grain to bolster local food security during droughts.

"Community relationships are fundamental," he explains. "It's our responsibility to ensure the benefits from Kansanshi flow directly into Solwezi and beyond, creating lasting positive impact. We don't just work here; we live here." Mukutuma's leadership perspective captures the dual essence of the S3 Expansion—technical innovation combined with genuine commitment to

local community upliftment. His insights bring clarity to the project's ambitious goals, illustrating how Kansanshi is not merely expanding its operations, but actively reshaping Zambia's socioeconomic future.

Supply Chain & Partners: Powering the S3 Expansion

Behind the sprawling scale of Kansanshi's S3 Expansion lies a vast network of international and local suppliers, engineers, and contractors working seamlessly to bring this ambitious project to life. From

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advanced flotation technology to heavyduty conveyor systems, each element of the expansion has been carefully designed, engineered, and delivered by trusted partners, each playing a critical role in the mine's future.

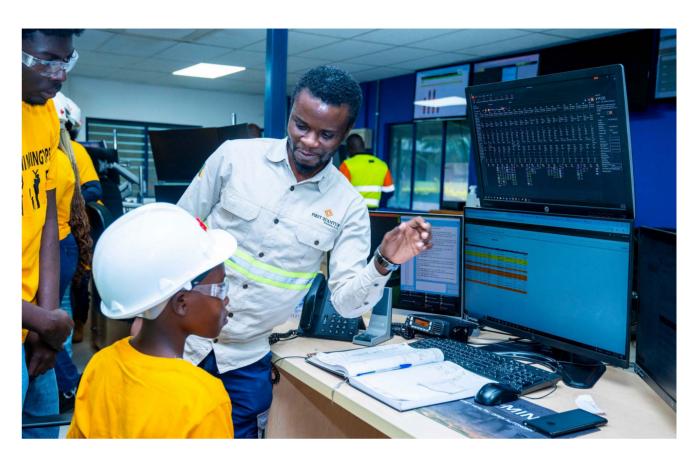
Detailed engineering design for the S3 Expansion was entrusted to Hatch, a globally renowned engineering firm known for their technical expertise in large-scale mining and metallurgical projects. Their design emphasizes operational efficiency, sustainability, and scalability, providing Kansanshi with a robust framework capable of meeting future production demands.

Key process equipment, such as flotation cells and grinding mills, were supplied by industry leaders Metso and FLSmidth. Both companies have extensive track records in delivering high-quality, reliable equipment to mining operations globally.

ABB, another strategic partner, has implemented advanced control systems at the new plant, ensuring real-time process optimization and significantly improving operational efficiency.

On the civil engineering front, the joint venture between Sara Mining & Construction, a respected local Zambian contractor, and KHD GmbH, an internationally recognized conveyor-system specialist, underscores Kansanshi's commitment to building local capacity. This collaboration has not only provided opportunities for skill transfer and employment but has also helped elevate local construction and engineering capabilities.

The mining fleet expansion required substantial investments in heavy machinery. Caterpillar haul trucks and Komatsu excavators dominate the fleet additions, representing part of the



project's comprehensive \$900 million capital expenditure on equipment alone. This state-of-the-art equipment supports increased productivity, enhanced safety, and improved environmental performance through modern fuel-efficient and emissions-controlled technologies.

The Kansanshi S3 Expansion has been underpinned by the technical strength of leading equipment and service partners. Hitachi's delivery of 35 EH4000AC3 trolley-assist trucks introduced a high-capacity, low-emissions fleet to the operation, enabling haul cycle optimization and reducing diesel consumption while supporting an increase in mining volumes from 50 to 80 million bcm annually. Complementing this, Liebherr Zambia deployed seven new R 9400 hydraulic excavators to accelerate ore loading rates, supported by its legacy fleet and technical infrastructure. On the fluids and

maintenance front, long-time partner Spectra Oil Zambia ensured operational continuity through the supply of specialized lubricants and greases tailored for both fixed and mobile plant. Their products—crucial in areas such as crushers and high-temperature applications—have played a key role in reducing downtime and optimizing equipment reliability across the expanding mine. These contributions reflect a supply chain designed not just for scale, but for precision, uptime, and sustainable growth.

Ensuring reliable energy supply remains a critical aspect of the project. Kansanshi's close collaboration with ZESCO, Zambia's national power utility, combined with additional energy procurement from third-party traders, has established a robust strategy to mitigate the impact of Zambia's intermittent power shortages. By carefully managing energy sourcing,



At the forefront is Kansanshi's flagship scholarship initiative, the CARE leadership programme. Each year, this initiative identifies promising students from local communities, providing them with fully funded scholarships to pursue higher education in Zambia and abroad.

the S3 Expansion ensures operational reliability while significantly reducing the mine's overall risk profile.

and partnership illustrates Kansanshi's strategy of blending international expertise with local talent, effectively strengthening Zambia's mining industry ecosystem. As the S3 Expansion advances toward completion, these collaborative efforts continue to form the backbone of Kansanshi's operational excellence and long-term sustainability.

Community Impact: Transforming Lives Beyond Mining

While technical excellence and operational This integrated approach to procurement scale define the Kansanshi mine's S3 Expansion, the true measure of its success is perhaps best witnessed in the transformed lives of the people of Solwezi and surrounding communities. First Quantum Minerals' comprehensive community engagement programs ranging from education and healthcare initiatives to agricultural support and food security projects—are ensuring that economic benefits reach far beyond the mine gates.

During recent droughts. Kansanshi innovatively leveraged its logistics network—trucks that typically export copper—to return loaded with grain purchased from regional suppliers. This creative solution not only bolstered local food security during critical shortages

At the forefront is Kansanshi's flagship scholarship initiative, the CARE leadership programme. Each year, this initiative identifies promising students from local communities, providing them with fully funded scholarships to pursue higher education in Zambia and abroad. These scholarships are more than just financial support; they offer a structured path for young Zambians to access skilled careers, ensuring they return equipped to contribute meaningfully to their communities and the broader economy. As one scholarship recipient noted, "This programme isn't just training us for a jobit's preparing us to lead."

Agricultural sustainability is another key area where Kansanshi's presence has significantly improved local resilience. During recent droughts, Kansanshi innovatively leveraged its logistics network-trucks that typically export copper-to return loaded with grain purchased from regional suppliers. This creative solution not only bolstered local food security during critical shortages but

also strengthened ties with agricultural producers across Zambia.

Local job creation remains a primary benefit from the expansion. The S3 project has generated more than 1,800 construction jobs at its peak, over 95% filled by Zambians. Beyond employment, Kansanshi has proactively supported entrepreneurship, investing in local suppliers like Peter Kalumba and facilitating small business development within the broader mining supply chain.

Community leaders within Solwezi district underscore the transformative impact. "Jobs created by the mine are just the start," explains one local leader. "It's the training, the skills transfer, and the investments in education and infrastructure that really lift up our community. Our young people now see a future right here at home."

Healthcare and sanitation infrastructure in Solwezi have also benefited, with Kansanshi funding critical upgrades to local health clinics, hospitals, and water sanitation facilities. This infrastructure not only improves day-to-day community wellbeing but positions the town to sustainably manage future growth resulting from the mine's expanded operations.

In these multifaceted initiatives, Kansanshi has demonstrated a commitment that

The S3 project has generated more than 1,800 construction jobs at its peak, over 95% filled by

[MAY 2025] BUSINESS EXCELLENCE BUSINESS EXCELLENCE [MAY 2025] 19 goes well beyond regulatory compliance or corporate obligation. By proactively investing in human capital and community resilience, the S3 Expansion project embodies a model for responsible mining that other industry players across Africa—and globally—can aspire to emulate.

Executive Vision: A Long-term Commitment to Zambia

Behind the immense scale and complexity of Kansanshi's S3 Expansion stands a clear strategic vision articulated by First Quantum Minerals' senior leadership. At the heart of this vision is a commitment to sustainable growth, responsible production, and long-term partnership with Zambia—a vision exemplified by CEO Tristan Pascall.

"The Kansanshi mine has been a cornerstone asset for First Quantum for 15 years, and the S3 Expansion will extend the mine life for another two decades," says Pascall, underscoring the transformative potential of the project. His emphasis on longevity is not merely about extending the mine's productive years but about securing lasting socio-economic benefits for Zambia and its people.

Pascall's confidence in the project is rooted in careful planning and strategic execution. "At the S3 Expansion project, we continue to receive long-lead deliveries, with the last major delivery of flotation cells expected shortly," Pascall explains. "This underscores our commitment to completing the project efficiently and sustainably. We're proud of the investment in S3 and what it represents for Zambia."

Beyond operational and technical milestones, Pascall highlights the broader economic implications of this expansion. By significantly scaling production, the project supports Zambia's ambitious



We recognize our role goes beyond mining. Our responsibility is to create enduring value for local communities, our workforce, our suppliers, and Zambia as a whole

national goal of producing three million tonnes of copper annually by 2031. This alignment with national priorities is a critical component of First Quantum's strategic approach to responsible mining. First Quantum's executive team also emphasizes environmental stewardship as a cornerstone of their corporate philosophy. Under Pascall's leadership, the company has prioritized investments in energy-efficient technology, innovative water management, and robust biodiversity offset programs, ensuring Kansanshi's expansion adheres to the highest global sustainability standards.

Reflecting on the long-term view, Pascall stresses that the S3 Expansion isn't just a business decision—it's part of a sustained effort to deepen First Quantum's integration within Zambia's economy and society. "We recognize our role goes beyond mining. Our responsibility is to create enduring value for local communities, our workforce, our suppliers, and Zambia as a whole."

As the S3 Expansion progresses toward its completion in mid-2025, the clarity and commitment expressed by Pascall and First Quantum's leadership team serve as a powerful testament to the role responsible mining can play in national development and global resource stewardship.

Environmental Responsibility and Corporate Stewardship

As the Kansanshi mine expands its scale and technical sophistication through the S3 Expansion, First Quantum Minerals is equally committed to minimizing environmental impact and enhancing corporate sustainability. The project's advanced environmental standards illustrate the company's broader commitment to responsible resource development, setting a benchmark for sustainable mining practices within Zambia and beyond.

Water stewardship has been a critical focus area for the S3 Expansion. To ensure minimal strain on local water resources, Kansanshi is implementing advanced water-recycling systems throughout its processing facilities. This technology significantly reduces



freshwater consumption per tonne of copper produced, safeguarding local water supplies and aligning with global best practices in resource management.

Alongside water conservation efforts, biodiversity protection initiatives form another pillar of the expansion's environmental strategy. As the mine footprint expands, Kansanshi has proactively developed biodiversity offset corridors around the mine perimeter, carefully re-establishing local ecosystems affected by mining operations. These corridors not only restore critical habitats but also enhance biodiversity in the region, demonstrating a thoughtful balance between industrial expansion and environmental preservation.

Energy efficiency and emission reductions are embedded in Kansanshi's operational



upgrades. The mine has introduced electric mining equipment and an advanced overland conveyor system that significantly reduces diesel consumption. Additionally, expansions to the Kansanshi smelter incorporate technologies like wet electrostatic precipitators and advanced waste heat recovery systems, capturing more particulates and dramatically reducing atmospheric emissions. These investments ensure Kansanshi's expanded operations align with Zambia's climate goals and international environmental standards.

First Quantum's corporate stewardship extends beyond environmental measures to include social and economic sustainability. The mine's procurement strategies increasingly prioritize local small and medium-sized enterprises (SMEs), nurturing regional economic diversification. Simultaneously, robust corporate governance and transparent reporting structures underscore the company's accountability to stakeholders—from local communities to global investors.

The integrated environmental and social sustainability efforts at Kansanshi demonstrate a comprehensive vision for responsible mining. As Anthony Mukutuma emphasizes, "We see environmental stewardship as fundamental to our operations. It's not a separate initiative; it's integrated into everything we do."

As the S3 Expansion approaches completion, Kansanshi's environmental and corporate stewardship serves as a compelling example of how mining companies can drive industrial growth while upholding rigorous standards of environmental and social responsibility.



This enhanced capacity directly aligns with Zambia's ambitious national target of producing three million tonnes of copper annually by 2031

Future Outlook: A Blueprint for Sustainable Copper Production

With the S3 Expansion nearing its operational launch in mid-2025, Kansanshi stands on the brink of a transformative new era. The coming years promise significant increases in copper production, robust contributions to Zambia's economic growth, and a sustained commitment to responsible mining practices that position the mine as a model for resource development globally.

First Quantum's production outlook highlights a remarkable leap in Kansanshi's copper output, projected to rise from approximately 132,000 tonnes in 2023 to around 215,000 tonnes annually following the S3 plant's full operational integration. Over the following decade, production is expected to peak near 277,000 tonnes by 2033—a figure that firmly solidifies Kansanshi's status as Africa's premier copper operation.

This enhanced capacity directly aligns with Zambia's ambitious national target of

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producing three million tonnes of copper annually by 2031. Anthony Mukutuma sees this alignment clearly: "The growth at Kansanshi isn't just about the mine—it's about Zambia. Our expansion is integral to the country's broader vision for sustainable industrialization and economic diversification."

Yet, the future also presents challenges. Ensuring reliable energy supply remains critical. Kansanshi's leadership has already proactively addressed this by strengthening partnerships with ZESCO and diversifying power procurement to ensure sustained operational reliability.

Beyond production milestones, First Quantum is actively planning the next stage of Kansanshi's evolution. Continued investment in advanced technology, increased automation, and digitization of mine processes will further enhance efficiency, safety, and environmental performance.

On the socio-economic front, the mine will continue investing in local



communities through education, healthcare, entrepreneurship support, and infrastructure improvements. Strengthening partnerships with local SMEs and suppliers will ensure that economic benefits remain anchored within Zambia's economy, creating a ripple effect of sustainable development across sectors. Kansanshi's blueprint for the future thus extends far beyond copper extraction. It represents a comprehensive vision where industry-leading production efficiency, robust economic contributions, and responsible environmental and community stewardship converge into a singular narrative of sustainable growth.

As Tristan Pascall affirms, "We're not just expanding production. We're building a legacy—one rooted in responsible mining, enduring economic value, and sustainable community upliftment. That is our vision for Kansanshi's future."

Conclusion: Securing Kansanshi's Legacy

As the sun sets over the Kansanshi mine, illuminating the sprawling S3 Expansion site, the future of Zambia's copper industry—and indeed, the future of the community around Solwezi—is clearer than ever. This ambitious US\$1.25 billion investment by First Quantum Minerals does far more than increase copper production; it signifies a commitment to Zambia's economic vitality, environmental sustainability, and community prosperity for decades to come.

The S3 Expansion not only positions Kansanshi as one of the world's premier copper operations but also serves as a global benchmark for responsible mining practices. The mine's innovative approach to water recycling, energy-efficient technologies, and biodiversity protection



demonstrates the possibility of balancing large-scale industrial growth with rigorous environmental stewardship.

Yet, the true measure of Kansanshi's impact is seen most clearly in stories like that of Peter Kalumba, the farmerturned-entrepreneur whose life trajectory symbolizes the profound transformation occurring across Zambia's mining communities. The thousands of jobs created, local businesses supported, scholarships awarded, and infrastructure improved all testify to a corporate philosophy that prioritizes shared prosperity and enduring value creation. Looking forward, Kansanshi's role in Zambia's pursuit of three million tonnes of annual copper production by 2031 is central. With its expanded capacity, technological advancements, and strategic community initiatives, the mine is set to remain a cornerstone asset, driving growth and sustainable development throughout Zambia's North West Province and beyond.

In the final analysis, the S3 Expansion at Kansanshi represents more than an industrial milestone—it embodies a vision for Zambia's future: a future defined by economic resilience, environmental responsibility, and genuine community upliftment. As First Quantum CEO Tristan Pascall succinctly puts it, "We're not just mining copper. We're building a future—a legacy—that will benefit Zambia and its people for generations."

With this vision firmly in place, Kansanshi is charting a path where resource extraction and rural livelihoods not only coexist—but enrich each other.

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