



We strive to live our values in every aspect of our business.

We are part of the communities and environments in which we work. Our people live near our projects and our management teams are never far away for long – even during the past two years of pandemic. Being true members of the community makes taking responsibility natural: we respect and care for the places we operate.

“Our People” are more than just those on the payroll. They include the intricate web of relationships that any single person or global business needs to be successful. Being respectful in these relationships, genuinely trying to put ourselves in another’s shoes and thinking about issues from their perspectives, is fundamental to the way we operate.

In our industry, we match our wits against the most physical reality to produce metals created in supernovae and concentrated on Earth over millions of years that are essential for a green future. Our business is both elemental and critical, and it’s not easy! But, by openly sharing our challenges, we make trust achievable and sustainable and perhaps even make the global challenges we face surmountable.

Our constant refrain is to never say “no” without first asking “how”. Our natural human reactions are to treat new ideas as alien and push back. We open paths to explore and discover solutions by always asking “how”, even if the ultimate solution is completely different than the original concept.

Most of all, we never give up on the myriad challenges we face and always seek opportunity in even the toughest circumstance. Discovery needs time. Development seeks to compress time. Production hopes to extend time. Our resiliency allows us to realize opportunities at the right time.

I have had the privilege of witnessing the transformation of our corporate responsibility culture and activities over the past ten years as President & CEO. Our current team has driven incredible change over the past two years in exceptionally challenging circumstances. We have an approach and perspective that will support our successful growth into new projects over the coming years.

This report for 2021 covers all of the projects in our control, including our mining operations in Mexico and, for the first time, our exploration projects in Idaho and Saxony.

Sincerely,

A handwritten signature in black ink, appearing to read "Brendan Cahill".

Brendan Cahill  
Director and Former President & CEO