

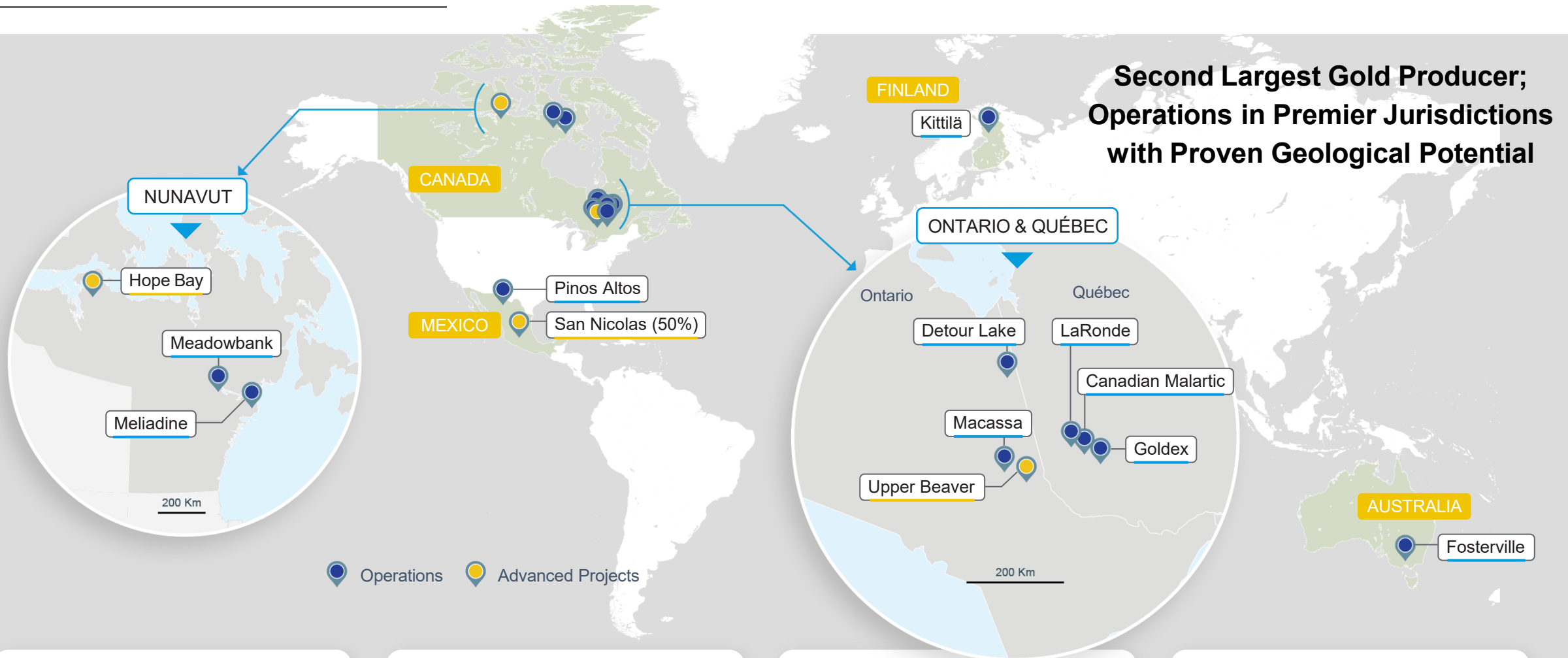
Our Identity is Our Strength

Shaping Safety in the Critical Minerals Era

Workplace Safety North Conference
Sudbury April 15th



AGNICO EAGLE AT-A-GLANCE



Premier Mining Jurisdictions

Highest Quality Senior Gold Producer

Strategic Regional Focus

Strong Financial Returns

OUR KEY GROWTH PROJECTS



Detour Lake (Ontario)

- Underground project and mill optimization

Canadian Malartic (Quebec)

- Leveraging excess mill capacity

Upper Beaver (Ontario)

- Underground project

Hope Bay (Nunavut)

- Continued exploration success
- Potential redevelopment

San Nicolás (Mexico, 50%)

- Joint Venture with Teck Resources
- Cu-Zn-Ag-Au deposit located in Zacatecas, Mexico

Our Culture

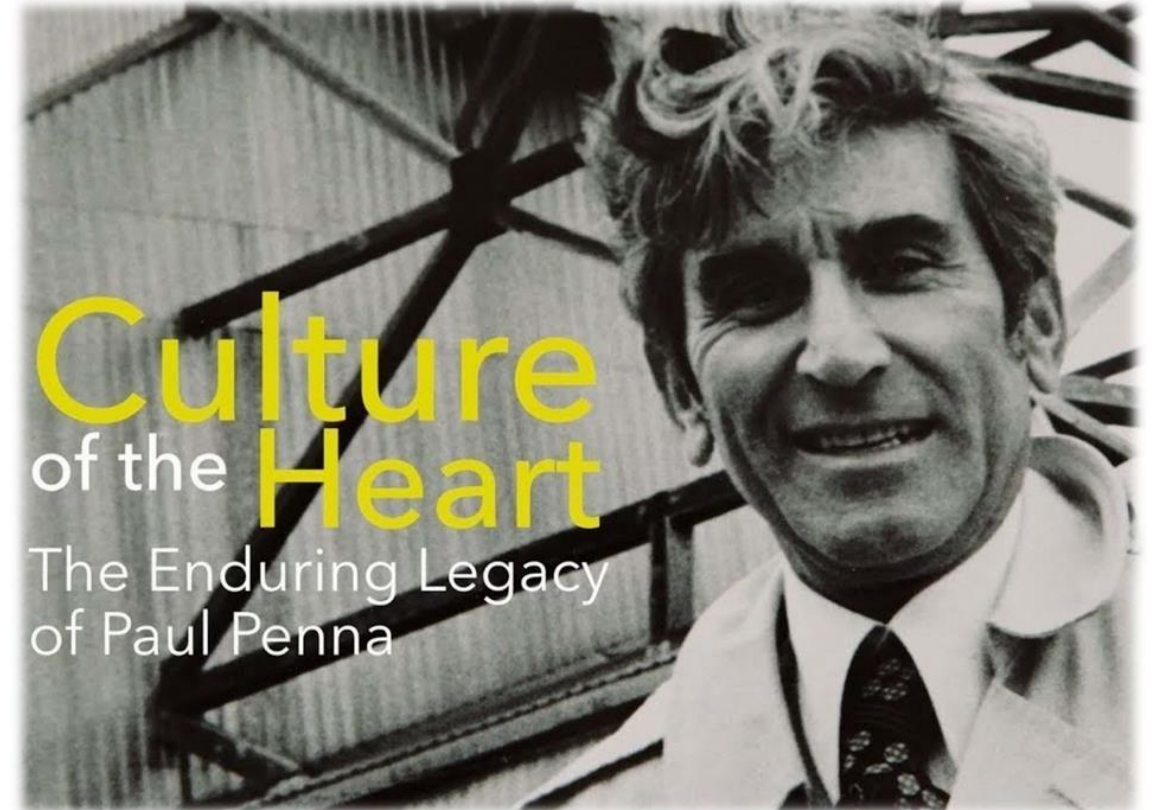
Grounded in our history and on the importance of always doing the right thing.

Instilled by our founder, Paul Penna – a man of courage and generosity - and its “culture of the heart”.

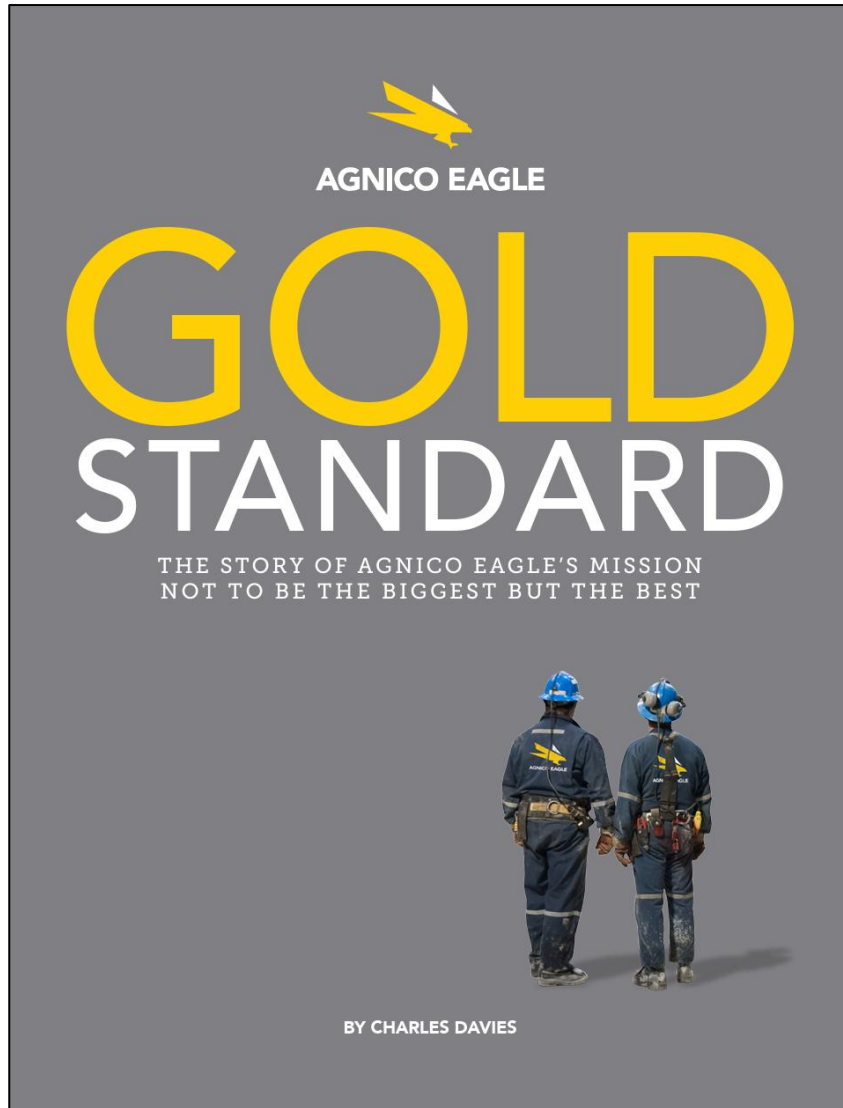
It unifies our company, our employees, their families, our shareholders and the communities in which we operate.

It makes us who we are and it's what makes us special.

Collectively, our Mission, Values and Guiding Principles become the foundation that supports our Culture.



OUR IDENTITY IS OUR STRENGTH



Agnico Eagle's Mission:

Build a high-quality, easy to understand business - one that generates superior long-term returns for shareholders, creates a **great place to work for our employees**, and contributes positively to the communities in which we operate.



OUR VALUES

At Agnico Eagle, we are defined by our core values. These express who we are and guide us in everything we do. They reflect our roots, are central to our culture and essential to our success.



We are a company of first names and open doors. We care for each other and ensure everyone feels included in the Agnico Eagle family.



We respect each other and the communities, acting with integrity to be a valued partner and neighbour.



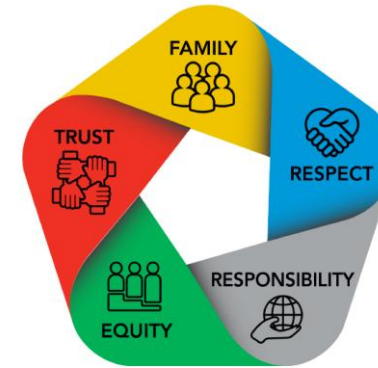
We are accountable for our safety and to do the right thing for our people, communities, shareholders and the environment.



We create a workplace where everyone belongs, is treated fairly and has the opportunity to contribute and succeed.



We trust each other to work safely, ethically and collaboratively to get the job done.



CULTURE OF THE HEART

GUIDING PRINCIPLES

The guiding principles are derived from our values. They show how we live our values as we want to be clear on what has, and will continue to make us successful.



We value safe work as core to the sustainability and success of our business.



We are open and transparent with stakeholders.



We hold our people to the highest standards of honesty and responsibility.



We strive to implement best practices and continuous performance improvement.



We foster open honest discussions before making decisions.



We encourage local decision-making, maintaining our entrepreneurial and innovative spirit.



We encourage collaboration at all levels of the organization.



We strive to maintain a simple business with practices based on common sense.



We ensure clarity of roles and responsibility to maximize collaboration.



We make sure that employees and management are aligned on the company's priorities.

Risk Management

- Supervision Formula
- Boots in the Field (leading indicator)
- Major Hazard Bowtie Risk Assessments
- Critical Control Verification (Leading indicator)
- ICAM Investigation Quality and Sharing of Key Learnings
- Vehicle Collision Safety
- H&S Communication Campaign



Health & Well-Being

- Medical management and services
- Disability Management
- 5-year Mental Health Strategy
- Well-Being Initiatives
- Industrial Hygiene
- Medical Surveillance



Management Systems - RMMS

- RMMS Corporate H&S Standards & Audit Program
- TSM Safe, Healthy, and Respectful Workplaces Protocol
- Contractor Management
- H&S Software Systems


















Emergency Preparedness & Security

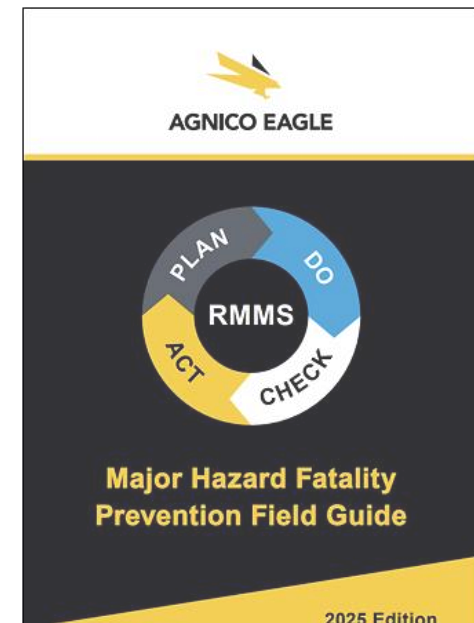
- Crisis Management Plans – Corporate and Site levels
- Gold Security
- Battery Electric Vehicle Emergency Response
- Emergency Response Technology



2025 Major Hazards - Significant & High Potential Incidents

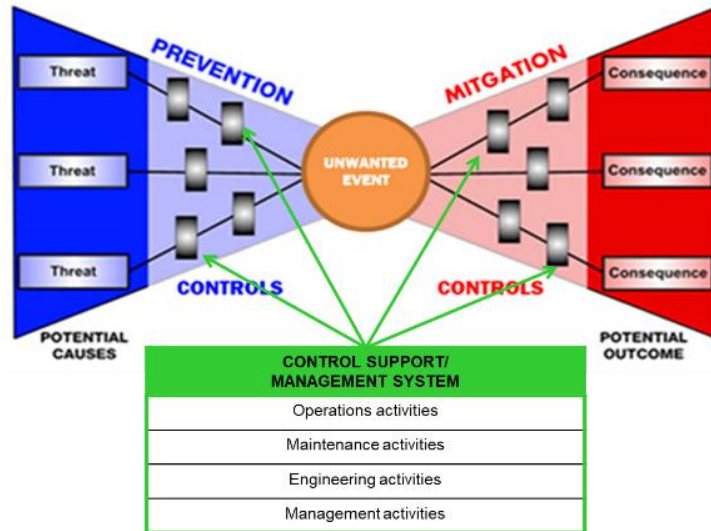
 Mobile Equipment 25	 Electricity 1	 Confined Space
 Stored Energy 11	 Aviation 1	 Cranes & Lifting
 Fire 8	 Cyanide 1	 Explosives
 Fall of Ground 6	 Hoists & Shafts 1	 Hazardous Atmospheres
 Working at Height 5	 Inundation 1	 Tailings

- ▶ 105 Significant Events in 2025
- ▶ 60 Related to Major Hazards
- ▶ ICAM Quality reviews - focus on preventing recurrence of Significant Incidents & High Potential Events



Key steps include ensuring competent resourcing and systems are in place to:

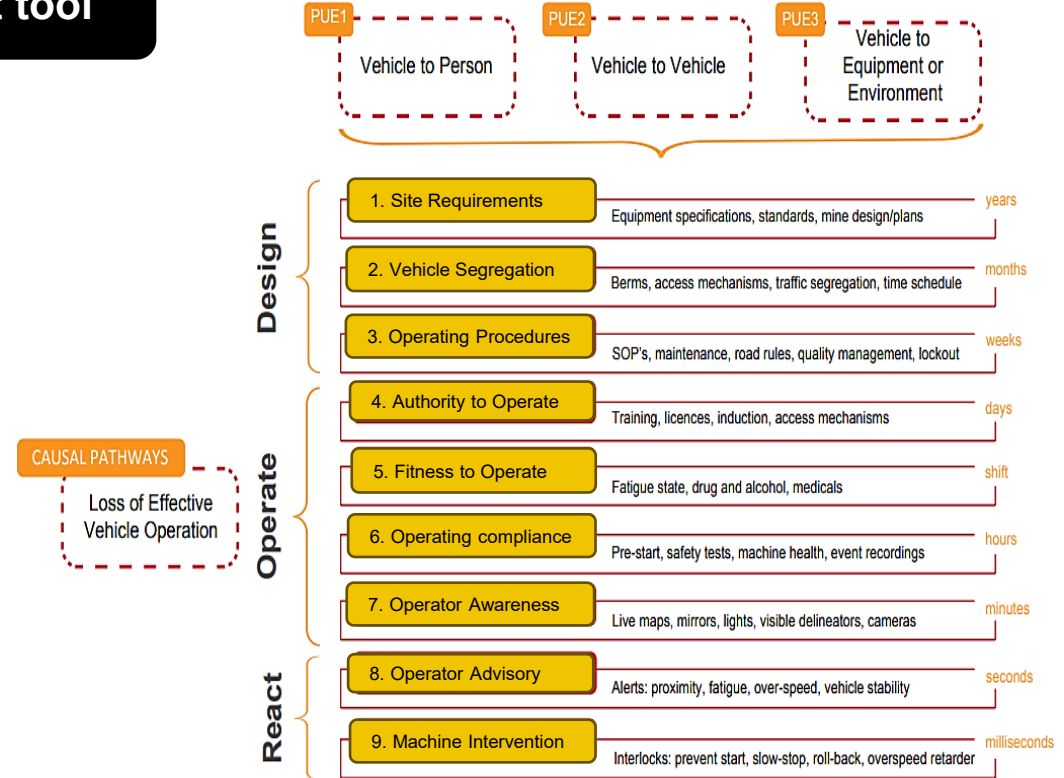
1. Develop quality bowties that identify S.M.A.R.T controls needed to manage the hazard
2. Identify critical controls
3. Assign ownership/accountability of the critical controls
4. Implement, maintain, monitor and verify critical controls
5. Evaluate and report on effectiveness of controls and current risk exposure vulnerabilities



Critical control management is central to our prevention strategy. Investigations have shown that inadequate control oversight significantly contributes to the occurrence of incidents.

Step 1. Establish collaboration with sites for the EMESRT audit tool

- The intent of the EMESRT Vehicle Interaction 9-Layers of Defence Guide is to **provide an introductory resource for improving vehicle interaction** operational activities in the mining industry.
- The guide aims to help mine operators and stakeholders **systematically address and mitigate potential unwanted interactions** associated with mobile equipment operation.
- By outlining nine distinct layers of defence, the guide **demonstrates that all aspects of vehicle interaction management are considered**, from basic site requirements to advanced intervention systems.



EMESRT was established in 2006.
 The working group for vehicle interaction was established in 2013.
 Around 20 mining companies are working together to improve mobile equipment safety.

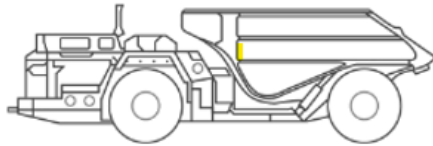
* EMESRT: Earth Moving Equipment Safety Round Table

Step 2. Track the progress of ongoing technology projects at the respective sites

Meliadine Portal 3

Pilot Project with Sandvik Newtrax

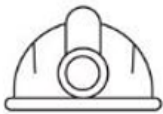
- Collision awareness system



4 Trucks



4 Scoops



48 Cap Lamps

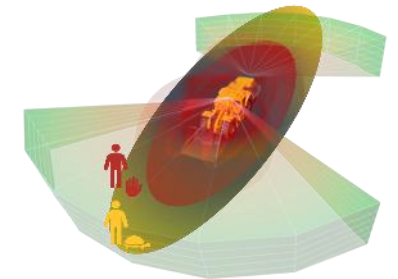
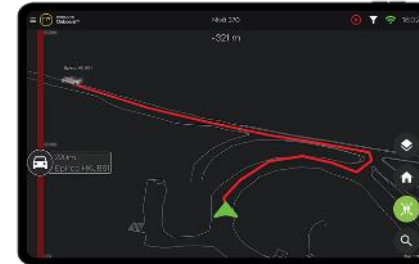


4 Land Cruisers

Odyssey

Mobilaris Onboard & Murnok from Epiroc

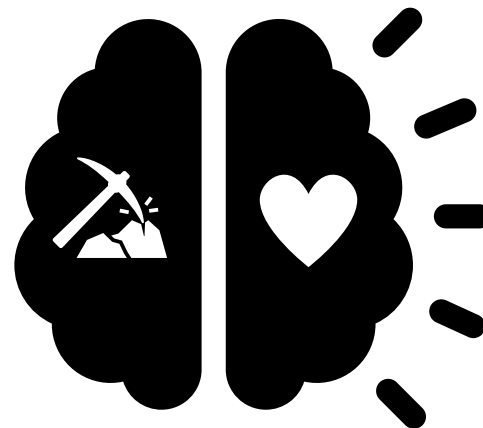
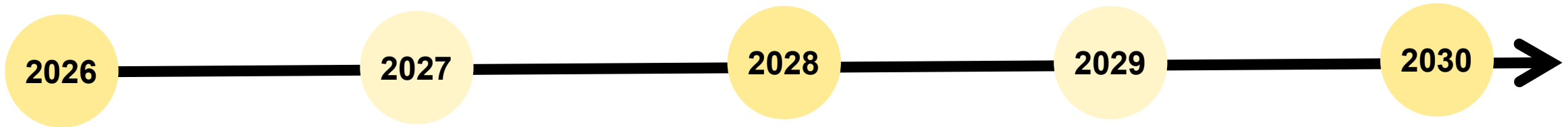
- Global Guidance – Mobilaris Onboard
- Proximity Detection – Murnok



The sites are actively testing various technologies for collision avoidance technologies. Best practice outcomes will be communicated throughout the company.

MINING THE MIND – A 5-YEAR MENTAL HEALTH STRATEGY

Mining the Mind is a **5-year strategy and framework** designed to address **mental health in the workplace**, embedded within the Corporate Health & Safety objectives. Its purpose is to provide clear **guidance and orientation** to support our sites in creating workplaces that are **mentally healthy, safe, inclusive and resilient**.

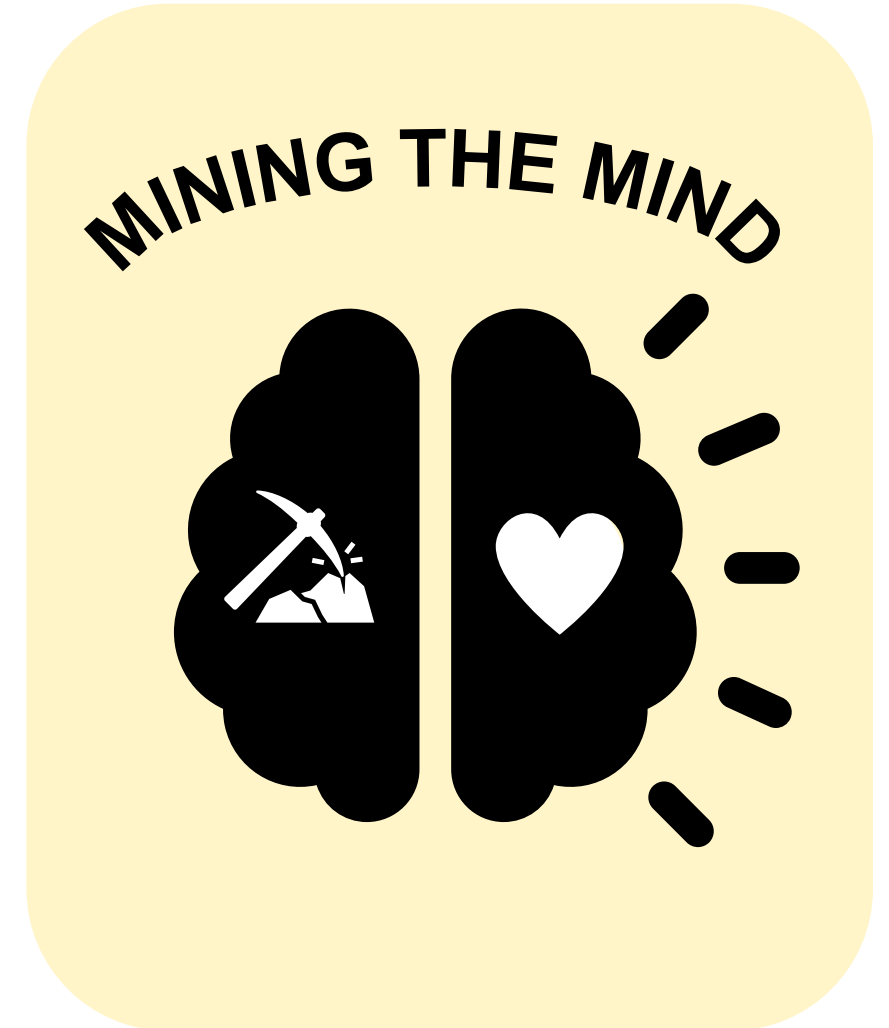


MENTAL HEALTH STRATEGY: KEY OBJECTIVES



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- 1** Remove stigma around mental health and increase literacy
- 2** Improve access to mental health support
- 3** Reduce duration for mental health-related disability claims
- 4** Align with TSM standards
- 5** Develop metrics to track performance



PSYCHOSOCIAL RISK ASSESSMENT

- ▶ Psychosocial risk assessment and action plan
- ▶ Bowtie on psychosocial hazards

MENTAL HEALTH TRAINING AND EXPERTISE

- ▶ Mandatory Mental Health First Aid training for all supervisors
- ▶ On-site medical professionals certified as Mental Health First Aid instructors
- ▶ Advanced mental health course for medical professionals
- ▶ Psychological safety training for leadership

HEALTH AWARENESS AND EDUCATION

- ▶ Quarterly conferences on different health topics
- ▶ Site's quarterly health campaign
- ▶ Boots in the field for medical professionals

ACCESS TO MENTAL HEALTH SUPPORT

- ▶ Global mental health peer-support program
- ▶ Promotion of health and well-being benefits (Greenshield and al.)
- ▶ Optimization of current mental health services
- ▶ Review of existing policies for substance use disorders

The different key activities aim to ensure each site follows an effective and common mental health strategy.

EMERGENCY PREPAREDNESS & SECURITY: EMERGENCY MEASURES



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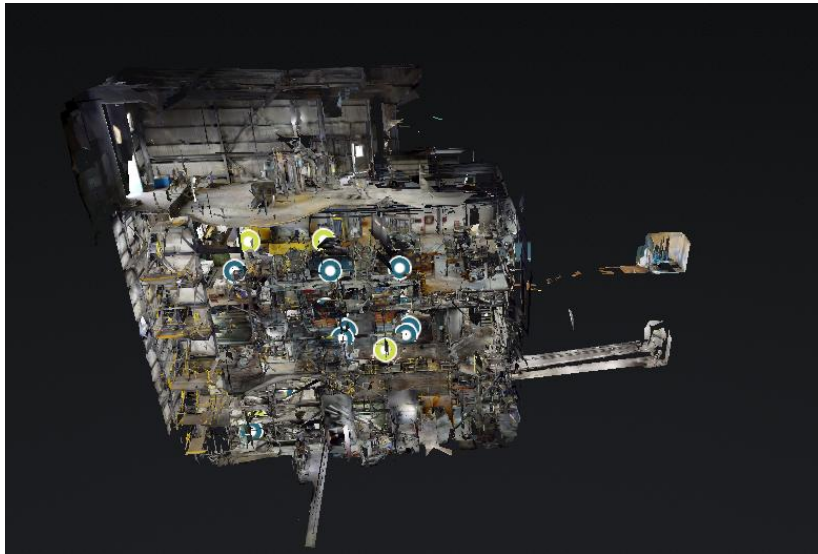
- Always prepared to take emergency action.
- Actively seeking innovative solutions.
- Championing the importance of emergency preparedness.
- Participating in mutual aid exercises to enhance readiness.



We use Virtual Reality (VR) at our mine site for several key purposes, including training, planning, and career fairs.

- **Training:** VR immerses employees in a realistic work environment without requiring them to be on site. This approach enhances learning while improving health and safety, maintenance practices, and operational efficiency.
- **Planning:** VR allows maintenance and operations planners to identify equipment components and part numbers remotely, reducing the need to be physically present in the field.
- **Career Fairs:** VR is used to showcase our jobs and work environments, helping us attract future employees while demonstrating our innovative virtual tools.

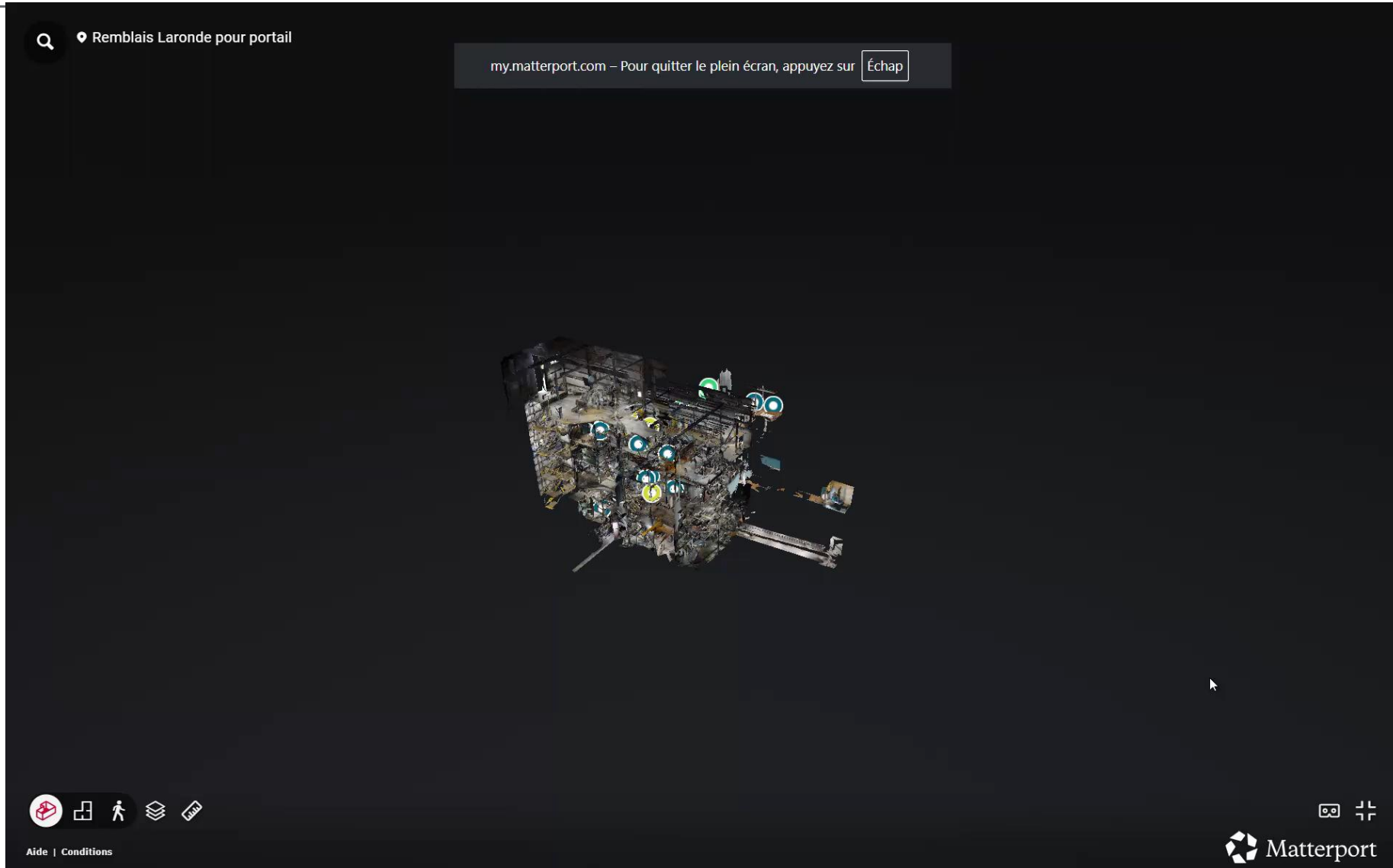
3D View of Process Plant – Digital Twin



Underground Maclean Bolter in Maintenance shop at 2km UG



VIRTUAL VIEW OF PASTE FILL PLANT AT THE LARONDE COMPLEX



We Make Mining Work

Bookmark Us!



English



Français



Agnico Eagle has never been better positioned, with the strongest balance sheet in our history, an exploration program that is creating tremendous value and a pipeline of organic projects that will drive strong production growth over the next decade. What excites me most is the depth and quality of our growth pipeline, which has the potential to increase annual gold production by 20% to 30% over the next decade....

*-Ammar Al-Joundi, President and Chief Executive Officer
Fourth Quarter and Full Year 2025 Results press release (issued 12 February 2026)*

Delivering our growth will require a significant expansion of talent across our Canadian operations over the next five years.

Internal Talent Pool



External Talent Pool



Family & Friends



Summer Students

Academic Institutions



Co-op / Interns



New Grads



Strategic partnerships & engagements



Trade Schools



Colleges



Universities



Thank you



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