

MOUNT ISA TRANSFORMATION STUDY

Transformation Study into the future of copper smelting and refining and the economic potential of the North West Minerals Province in Queensland



Call for Written Submissions

About the study

The Queensland and Australian governments will provide up to \$400 million to Glencore (through Mount Isa Mines Limited) to support the ongoing operation of the Mount Isa Copper Smelter and Townsville Copper Refinery to the end of 2027. Subject to the outcomes of a transformation study in 2026, a further \$200 million in funding may be provided to support operations through to the end of 2028.

Together, the Mount Isa Copper Smelter and Townsville Copper Refinery are nationally significant industrial assets, underpinning Australia's position as a global supplier of copper to both domestic and international markets. The funding is intended to ease immediate operational pressures while reinforcing the strategic importance of the region's resources and manufacturing sectors.

As part of this funding arrangement, a transformation study (led by independent consultant **CRU International**) will be undertaken to assess the end-to-end value chain of these assets and their role in Australia's future industrial landscape. The study will consider long-term industrial capability, potential future pathways, market and policy settings, regional impacts, and broader implications for workers, communities, and Australia's critical minerals and heavy industry sectors. While the funding provides near-term operational certainty, the transformation study will inform longer-term decisions about the strategic role of these assets beyond the current support period.

Stakeholder Engagement is a key element of the Transformation Study, seeking the views of organisations and individuals potentially impacted by the future closure of the Mount Isa Copper Smelter and those with an interest in the economic future of NW Queensland.

As part of the Study, business groups, interest groups and individuals are invited to make a formal written submission.

Who can make a submission

Submissions are welcome from businesses, industry groups, interest groups, and individuals with an interest in copper and mineral development, mineral processing, and the future of the Northwest Mineral Province.

Companies and organisations are encouraged to provide a single response where possible, however if separate business units or individuals have different thoughts, feel free to lodge alternate responses.

Privacy statement

CRU are committed to handling all information provided through the engagement program lawfully, transparently and with appropriate care. Information collected through engagement activities will be managed consistent with the *Information Privacy Act 2009* (Qld) and the Queensland Privacy Principles.

Written submissions will be acknowledged on receipt, logged in the project's data management register, and incorporated into thematic analysis alongside other consultation inputs. In reporting, submissions will be presented thematically, and individuals will not be identified. Representative comments may be quoted in a de-identified form to illustrate sentiment. The formal position of an organisation, government body or

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representative group may be attributed where that organisation has provided its submission in an official capacity or has consented to attribution.

What we would like to hear about

You are encouraged to provide written feedback on any or all of the following. You do not need to address every topic and you may wish to include other matters.

- Your views on opportunities and challenges facing copper and mineral development in Northwest Queensland.
- Potential impacts on your business or organisation if the Mount Isa Copper Smelter and/or the Townsville Copper Refinery were to cease or curtail operations – and your thoughts on possible mitigation measures.
- Your views on challenging elements that affect mine development and mineral processing – for example energy, logistics, cost, policy, and environmental approvals – and possible mitigation measures.
- Policy or regulatory measures that Government could take to strengthen mineral development in North West Queensland, including any current measures you consider to be stifling development.
- Any other matters relating to downstream copper processing (smelting and refining) and broader mineral development that you believe Government should be aware of.
- Ideas on how industry, government and other stakeholders can work together to improve outcomes for North West Queensland, including actions that could be taken by different parties to support regional development and investment.

Making your submission as useful as possible

To help the study team analyse and act on your submission:

- Tell us your interest. Briefly explain who you are, who you represent, and how you or your organisation is connected to the facilities or the region.
- Be specific. Where you can, support your points with evidence, figures, volumes, dollar values, job numbers and timeframes are far more useful than general statements of support or concern.
- Focus on actions. Practical, achievable suggestions, including options that build on existing programs, are especially valuable.
- Flag anything confidential. Clearly identify any commercial-in-confidence information so it can be handled appropriately.

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How to make a submission

You may respond in any format, such as email or on your own letterhead, or use the optional template provided below.

Format and length: a written submission of up to five pages in length.

Closing date: submissions must be received by **31 July 2026**.

How to submit: please email your submission to **MIT@crugroup.com**

Publication and attribution: your submission will be included in full as an appendix to the final confidential report deliverables. Elements of your submission may be discussed in the final confidential report deliverables. Please state whether your submission may be attributed to you or your organisation. If you do not specify, your submission will be treated as confidential and attributed.

Follow-up: please indicate whether you are willing to be contacted for clarification or a follow-up discussion.

Stay informed

For updates and the latest information on the MIT, visit the official Government webpage:

www.nrmrdd.qld.gov.au/mining-exploration/initiatives/support-for-mount-isa

Contact

If you have an enquiry regarding your submission, please contact us at MIT@crugroup.com

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Written Submission – Optional Template

Respondents are encouraged to provide a submission in any format they prefer, such as by email or on your own letterhead or by using the optional template provided below.

This template is optional. It is provided to help structure your submission so it can be analysed alongside others. Complete the sections relevant to you.

Part 1 - About you

Name / organisation	
Type of organisation (business, industry group, interest group, individual)	
Who you represent (if applicable)	
Your interest / connection to the Facilities or region	
Contact name (optional)	
Email and phone (optional)	

Part 2 - Your submission

1. Your views on copper and other mineral development in North West Queensland.	
2. Potential impacts on you or your organisation if the Mount Isa Copper Smelter and/or Townsville Copper Refinery ceased or curtailed operations, and possible mitigations.	
3. Your views on the elements affecting mine development and mineral processing — for example energy, logistics, cost, policy and environmental approvals.	

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4. Policy or regulatory measures Government could take to strengthen mineral development in the North West, including any measures you consider to be stifling development.	
5. Any other matters relating to downstream copper processing and broader mineral development that Government should be aware of.	
6. Supporting evidence or sources (optional). List any data, reports or sources that support your submission.	
7. Ideas on how industry, government and other stakeholders can work together to improve outcomes for North West Queensland.	

Part 3 - Declarations

Commercial-in-confidence

Does your submission contain confidential or commercially sensitive material? ☐ No ☐ Yes
(If "Yes", please identify the relevant sections below)

Follow-up

Are you willing to be contacted for clarification or a follow-up discussion? ☐ No ☐ Yes

Attribution

Are you willing for your submission to be attributed to your company? ☐ No ☐ Yes

Interest declaration (optional)

Please note any commercial or other interest relevant to this submission.

Part 3 - Submission

Please email your submission to **MIT@crugroup.com**