

# Chairman's Review

Dear Shareholders,

I am honoured to have joined MMG's Board as Chairman and thank my fellow Directors for their warm welcome and support. Having previously served as Chief Executive Officer, I am delighted to join the Board. Mining plays a critical role in the energy transition and the low carbon economy, and demand for our minerals continues to grow. It's an exciting time to contribute to this essential industry.

Safety is fundamental to MMG's operations. The Board is committed to building and sustaining a safety-first culture across our operations. We share one collective mission: to achieve meaningful, continuous progress in protecting the health and well-being of our workforce. This unwavering commitment is essential to delivering tangible benefits for all our people and to reducing and eliminating high potential injuries.

## Exceptional results and financial strength

Our 2025 full year result is exceptional with record revenue and cash flow – our strongest financial performance since the Group's formation in 2009. This result is underpinned by disciplined operational performance and financial management and supported by favourable commodity prices. MMG's balance sheet is now substantially stronger, with reduced net debt and a gearing ratio at a record low of 33 per cent. Supported by a Las Bambas joint venture (JV) dividend payment, we further deleveraged. This included the repayment of MMG's debt and, together with the contribution of our Khoemacau JV partner, facilitated the early repayment of US\$500 million in Khoemacau borrowings, which will provide greater financial flexibility for the early stages of the Khoemacau expansion.

It was very pleasing to see favourable demand for our first convertible bond, which was nearly 12 times oversubscribed and priced at some of the most attractive terms seen in the convertible bond market over the past decade - demonstrating significant

investor support for MMG. This support is further evidenced by the strong momentum in our share price during 2025. The Company's market capitalization has since exceeded HK\$100 billion.

## Growing our portfolio

Early in the year, we announced that MMG had entered into a Share Purchase Agreement with Anglo American plc for its nickel business in Brazil (Nickel Brazil). Our team continues to work with the European Commission to facilitate and close out their review. We remain committed to the acquisition and confident in its successful completion.

Following Board approval in December 2025, we marked the groundbreaking of the Khoemacau Copper Mine expansion in Botswana. It was a pleasure to be on the ground to celebrate this significant milestone, an important driver of our copper growth ambition. The expansion will increase production capacity to 130,000 tonnes of copper in copper concentrate per annum with associated silver output exceeding four million ounces. First copper concentrate from the expansion project is expected in the first half of 2028. Looking ahead, a further expansion potential of up to 200,000 tonnes of copper in copper concentrate per annum has been identified, supported by ongoing exploration success.

## Exploration for growth

We also announced increases (net of depletion) for Mineral Resources for total copper and Ore Reserves for total zinc. The gains, detailed in our 2025 Mineral Resources and Ore Reserves statement, underscore the Company's commitment to exploration and maximising value from its assets. These results demonstrate our continued commitment to exploration and resource-to-reserve conversion drilling at all sites. Importantly it is a result that allows us to replenish milled depletion and extend the life of our assets.

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## Board updates

We were pleased to have Mr QIAN Song join the Board in January 2026 as an Executive Director of the Company. We were equally delighted to appoint Mr YUE Wenjun as a Non-executive Director. Mr Qian has over three decades of experience in global treasury systems, commercial and investment banking, financial markets, and cross-cultural integration in mining assets as well as multi-industrial assets, both in China and internationally. With over two decades of experience in legal affairs and risk management, Mr Yue has extensive expertise in corporate governance, risk mitigation, regulatory compliance, and strategic asset operations.

Mr Qian remains as our CFO and a member of the Executive Committee, whilst Mr Yue was appointed as a member of MMG’s Governance, Remuneration, Nomination and Sustainability Committee.

## Looking ahead

While there is near-term volatility, the outlook for our commodities remains positive. Copper prices strengthened in 2025 - especially towards the end of the year - driven by factors including mine supply disruptions, robust demand for energy transition applications and accelerating development of AI-related data centres. At the same time, precious metals continue to attract investment during periods of global uncertainty. Our portfolio is well placed to capitalise on these gains.

Our commitment to safety, capital discipline, adoption of innovative new technologies and operational excellence - combined with our major shareholder’s strong support - creates an outstanding platform for growth. As we pursue our ambition to become a top 10 global copper producer, we will continue to empower a diverse international workforce to drive business success.

On behalf of the Board, I would like to acknowledge the MMG team. I am grateful for their outstanding work this year; and to our Shareholders, partners, and host communities I thank you for your ongoing support. The momentum we have built positions us well for the year ahead as we continue creating a safer, profitable and more resilient MMG.

**CAO Liang**  
Chairman