Chief Executive Officer's Report

Dear Shareholders,

During the first half of the year, our business delivered record financial results supported by strong operational performance across our portfolio and favourable prices for the metals we produce. This outcome reflects the strength of our people and our assets - and puts us in a stronger position to invest in the future.

Safety first

Safety remains our first value. While our significant events with energy exchange frequency improved during the half, our total recordable injury frequency increased. This is a clear reminder that we need to keep focusing on contractor management, proactive field observations and the effective implementation of critical controls across all our operations. We must ensure every task is carefully planned and every risk properly managed to ensure our people return home safely each day.

Record performance

During the first half we delivered some outstanding financial and production outcomes, including a record profit after tax of US$1,366.0 million and record operating cash flow. Higher sales volumes, stronger realised prices and disciplined execution across our operations all contributed to this result.

We achieved our highest first-half copper production since 2018, producing 266,541 tonnes. Las Bambas delivered another strong performance and continues to demonstrate the quality and scale of the asset. Kinsevere realised the benefits of its sulphide expansion, while Khoemacau delivered solid operating and financial performance. Our Australian operations at Dugald River and Rosebery also achieved strong operating results and continued to demonstrate the strength of our diversified portfolio.

A solid platform for growth

Healthy cash generation and our successful Share Placement and Convertible Bond issuance helped us significantly reduce net debt and gearing. This gives us a much stronger balance sheet and greater flexibility to invest in growth, while continuing to manage capital carefully.

Growing our copper production remains a strategic priority for MMG. The Khoemacau Expansion project is central to that ambition, and it was a proud moment for our team to break ground on the project during the first half. The expansion is expected to increase annual capacity to 130,000 tonnes of copper in concentrate by 2028 and represents an important step in our long-term growth pathway. We are also continuing to invest in infrastructure, mine development, exploration and tailings capacity at Las Bambas to support its long-term competitiveness and deliver sustainable value from this world-class asset.

MMG's newly released 2026 Mineral Resources and Ore Reserves statement reported substantial gains. This reflects the Group's sustained, multi-year investment in exploration and resource-to-reserve conversion drilling, which continues to offset milled depletion and strengthen our asset base.

Advancing technology & innovation

Technology and innovation will play an important role in our next phase of growth. Across our operations, we are increasingly using data, digital tools and automation to improve safety, lift productivity and drive more consistent performance. We will leverage the significant technical capability of our teams and the support of our major shareholder to find smarter ways to operate and grow.

Responsible and sustainable growth

We continued to embed sustainability considerations in decision-making across MMG. This included refreshing the Climate Strategy, progressing energy-efficiency, renewable energy and electrification studies across operations, and progressing implementation of the Nature Strategy through TNFD-aligned LEAP assessments. Progress was also made on workplace inclusion, community engagement, and the governance, data and technology supporting sustainability-related decisions. This work forms part of our ongoing effort to manage environmental and social risks.

Outlook

Our production guidance for copper and zinc remains unchanged for 2026. While external market conditions will continue to evolve, we head into the second half with strong operational momentum, a significantly stronger balance sheet and a clear pipeline of growth opportunities.

Our priorities remain clear: safe and reliable operations, delivering disciplined cost and capital management, progressing our key growth projects, harnessing new technologies where practicable and continuing to create long-term value for shareholders.

These results would not have been possible without the commitment and effort of our people. I am also grateful for the continued backing of China Minmetals Corporation, our major shareholder, and for the support of our shareholders, communities and partners. We will stay focused on operating safely and responsibly, delivering with discipline, and creating long-term value.

ZHAO Jing Ivo
Chief Executive Officer