

ANNOUNCEMENT ON ANNUAL RESULTS

FOR THE YEAR ENDED 31 DECEMBER 2025

The Board of Directors (Board) of MMG Limited (Company or MMG) is pleased to announce the consolidated results of the Company and its subsidiaries (Group) for the year ended 31 December 2025.

The financial information set out in this announcement does not constitute the Group's complete set of the consolidated financial statements for the year ended 31 December 2025, but rather, represents an extract from those consolidated financial statements.

The financial information has been reviewed by the Company's Audit and Risk Management Committee.

The audited consolidated annual results of the Group are annexed to this announcement.

Hong Kong Exchanges and Clearing Limited and The Stock Exchange of Hong Kong Limited take no responsibility for the contents of this announcement, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this announcement.

MMG RESULTS FOR THE YEAR ENDED 31 DECEMBER 2025

KEY POINTS

Safety Performance

- MMG recorded a Total Recordable Injury Frequency (TRIF) of 2.06 per million hours worked for the full year 2025. The Significant Events with Energy Exchange Frequency (SEEEF) for 2025 was 0.80 per million hours worked, up slightly from 0.78 per million hours worked in 2024. All sites continued to prioritise contractor management, supported by Field Task Observations, and ensuring the effective implementation of critical controls.

Record Financial Performance

- **Record Revenue and Cash Flow:** MMG delivered its strongest financial performance since the Group's formation in 2009, achieving record revenue and operating cash flow.
- **Revenue Growth:** Revenue reached a historic high of US\$6,218.0 million, a 39% increase from 2024. This growth was driven by higher production across key metals, including copper (+27%), zinc (+6%), gold (+22%), and silver (+17%), as well as favourable market prices for these metals. Las Bambas contributed US\$4,447.0 million in revenue (+49% year-on-year), representing the largest share of the Group's revenue growth.
- **Profitability:** Net profit after tax increased to US\$955.2 million (US\$509.4 million attributable to equity holders), up from US\$366.0 million (US\$161.9 million attributable to equity holders) in 2024.
- **EBITDA and EBIT:** Total EBITDA and EBIT reached record highs. EBITDA rose to US\$3,412.1 million (+67% year-on-year), while EBIT surged to US\$1,999.1 million (+102% year-on-year).
- **Cash Flow:** MMG generated record net operating cash flows of US\$2,689.5 million (+67% year-on-year) and free cash flow of US\$1,608.1 million (+135% year-on-year), reflecting a stronger operational and financial performance.

Strengthened Financial Position

- **Balance Sheet Improvement:** MMG further strengthened its balance sheet in 2025, reducing net debt to US\$3,351.4 million and lowering the gearing ratio to a new record low of 33%.
- **MLB JV Dividend Receipts and Early Debt Repayment:** The MLB JV paid a total dividend of US\$1,854.0 million, of which MMG received US\$1,158.8 million (net of withholding tax and other applicable items). Supported by these funds, MMG, together with its joint venture partner for Khoemacau, facilitated the early repayment of US\$500 million in Khoemacau borrowings. The remaining funds received by MMG were used to repay other MMG debts, contributing to the deleveraging of MMG's balance sheet and support for Khoemacau's early expansion works.
- **Convertible Bond Issuance:** On 8 October 2025, MMG issued US\$500 million zero-coupon convertible bonds. The net proceeds were applied to refinance existing shareholder debt, enhancing financial flexibility.

Operational Performance by Asset

- **Las Bambas:** Produced 410,834 tonnes of copper in copper concentrate (+27% year-on-year). EBITDA reached a record US\$2,831.2 million (+78% year-on-year), driven by higher production supported by stable operations in two pits, favourable commodity prices, and ongoing operational improvements.
- **Kinsevere:** Produced 52,791 tonnes of copper cathode (+18% year-on-year). EBITDA rose to US\$100.7 million (+49% year-on-year), supported by the Kinsevere Expansion Project (KEP) ramp-up and stronger copper prices.
- **Khoemacau:** Produced 42,120 tonnes of copper in copper concentrate (+36% year-on-year). EBITDA increased to US\$167.0 million (+33% year-on-year), driven by higher production from an additional three months of ownership and stronger copper and silver prices.
- **Dugald River:** Produced a record 183,463 tonnes of zinc in zinc concentrate (+12% year-on-year). EBITDA reached US\$176.1 million (+4% year-on-year), supported by higher zinc concentrate production and stronger zinc and silver prices.

MMG RESULTS FOR THE YEAR ENDED

31 DECEMBER 2025 CONTINUED

- **Rosebery:** Produced 48,597 tonnes of zinc in zinc concentrate (-14% year-on-year). EBITDA was US\$168.1 million (+36% year-on-year), supported by significant by-product revenues driven by higher gold, silver, and copper prices.

Growth Projects and Capital Expenditure

- **Khoemacau Expansion Approval:** Following the MMG Board's approval in December 2025, on 6 February 2026, the Khoemacau Expansion Project officially broke ground. The project is designed to increase annual production capacity to 130,000 tonnes of copper in copper concentrate, with associated silver output exceeding 4 million ounces.
- **2025 Capital Expenditure:** Total capital expenditure for 2025 was US\$1,081.4 million. Major expenditure included Las Bambas US\$494.2 million for the tailings dam facility expansion, Ferrobamba pit infrastructure, and Chalcobamba execution; Khoemacau US\$261.1 million for expansion studies, early works, the design and construction of the paste-fill plant, and the buy out of the Barmenco Mine Fleet; and Kinsevere US\$198.5 million for spending on the Kinsevere Expansion Project and debottlenecking projects, and capitalised waste mining expenditure during ramp-up.

Dividend

The Board did not recommend the payment of a dividend for the 2025 period.

2026 Outlook

- **Las Bambas:** Production expected between 380,000 and 400,000 tonnes of copper in copper concentrate. C1 costs expected between US\$1.20/lb and US\$1.40/lb.
- **Kinsevere:** Production expected between 65,000 and 75,000 tonnes of copper. C1 costs expected between US\$2.50/lb and US\$2.90/lb.
- **Khoemacau:** Production expected between 48,000 and 53,000 tonnes of copper in copper concentrate. C1 costs expected between US\$2.00/lb and US\$2.30/lb (post by-product, pre-silver stream).
- **Dugald River:** Production expected between 170,000 and 180,000 tonnes of zinc in zinc concentrate. C1 costs expected between US\$0.80/lb and US\$0.95/lb.
- **Rosebery:** Production expected between 45,000 and 55,000 tonnes of zinc in zinc concentrate, with zinc equivalent production between 125,000 and 140,000 tonnes. C1 costs expected between negative US\$0.60/lb and negative US\$0.10/lb.
- **Price Benefit:** Continued strength in gold and silver prices is anticipated to support MMG's profitability and C1 cost optimisation across Rosebery, Las Bambas, Khoemacau and Dugald River through substantial by-product revenues.
- **2026 Capital Expenditure:** Total capital expenditure is expected to be between US\$1,600 million and US\$1,700 million, including US\$800-850 million for Las Bambas (capitalised mining, Ferrobamba pit infrastructure, and tailings dam facility expansion) and US\$500-550 million for Khoemacau (of which US\$400 million is for the expansion project).

MMG RESULTS FOR THE YEAR ENDED 31 DECEMBER 2025 CONTINUED

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Revenue	6,218.0	4,479.2	39%
EBITDA	3,412.1	2,048.7	67%
EBITDA margin	55%	46%	-
EBIT	1,999.1	990.0	102%
Profit for the year before income tax	1,727.0	621.4	178%
Profit after income tax for the period	955.2	366.0	161%
Net cash generated from operating activities	2,689.5	1,611.9	67%
Dividend per share	-	-	n/a
Basic earnings per share	US 4.20 cents	US 1.53 cents	
Diluted earnings per share	US 4.19 cents ⁽¹⁾	US 1.52 cents ⁽¹⁾	

(1) The dilution factors include exercising of long-term incentive equity plans, conversion of outstanding convertible bonds, and Rights Issue.

CHAIRMAN'S LETTER

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.

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.

CHAIRMAN'S LETTER CONTINUED

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

CHIEF EXECUTIVE OFFICER'S REPORT

Dear Shareholders,

At MMG, we are proud to provide the world with the minerals and metals required to build a low carbon, sustainable global economy. Strong financial performance enables us to sustain this role by investing in our people, empowering our communities, leveraging technology and building a safe, resilient and innovative company that delivers long-term value to our shareholders. MMG ended the year strongly, delivering an excellent finish in terms of our operational and financial performance.

Safety first

Safety remains our first value, and our focus on this critical area remains steadfast. MMG recorded a Total Recordable Injury Frequency (TRIF) of 2.06 per million hours worked for the full year 2025. The Significant Events with Energy Exchange Frequency (SEEEF) was 0.80 per million hours worked, increased from 0.78 per million hours worked in 2024. As a team we are focussed on reducing and eliminating high potential injuries. In practice, this means planning all work to ensure risks – including those with the potential to impact lives – are well understood and controls are put in place before any work starts.

A year of growth

Company revenue for 2025 was US\$6,218.0 million, a 39 per cent increase from the prior year. It is a result driven by production growth across copper, zinc, gold, and silver, as well as favourable market prices. Our net profit after tax increased to US\$955.2 million (US\$509.4 million attributable to equity holders), up from US\$366.0 million (US\$161.9 million attributable to equity holders) in 2024.

Our total EBITDA and EBIT reached record highs. EBITDA rose to US\$3,412.1 million, while EBIT increased to US\$1,999.1 million. MMG also generated record net operating cash flows of US\$2,689.5 million and free cash flow of US\$1,608.1 million.

MMG's balance sheet is substantially stronger with debt reduction driven by higher profits and cash generation. This supports our ability to pursue growth while maintaining our commitment to safe operations and sustainable mining practices.

Technology, innovation and operational excellence

It has been a year where we celebrated many milestones. MMG's total copper production rose 27 per cent year-on-year to 506,899 tonnes, driven by an outstanding performance at Las Bambas. This was made possible by the adoption of leading technology and innovation to drive higher production and stable operations at two pits, along with operational improvements. Total zinc production increased by six per cent to 232,060 tonnes, underpinned by a record year at Dugald River. Precious metals production also performed well, serving as valuable by-products. Our 2026 upper target for production is 528,000 and 235,000 tonnes of copper and zinc respectively.

Our growth strategy

In this new year, we will work to deliver our production and cost targets and, of course, support our communities and engage stakeholders in our sustainability efforts. We continue to unlock the full strength of the China Minmetals Corporation group of companies and their transformative resources and cutting-edge solutions to deliver superior growth, and operating and financial outcomes. We are building on the success of the Integrated Remote Operations Centre at Las Bambas and are now trialling similar capabilities at Rosebery. Our three underground operations make extensive use of remote telemetry to operate in areas of higher risk and our fatigue monitoring tools, which use world leading technologies, are increasingly shared across sites to manage a key safety exposure.

An important contribution to MMG's growth pipeline is our Khoemacau Expansion project. Our plan is to increase annual production capacity to 130,000 tonnes of copper in copper concentrate, with the potential for 200,000 tonnes over time. I was delighted to participate in a groundbreaking ceremony with the local team in February, allowing me to spend time with our employees and community members, and meet representatives from the Government of Botswana.

CHIEF EXECUTIVE OFFICER'S REPORT CONTINUED

Progressing our sustainability efforts

With operations spanning four mineral-rich regions, we make a direct contribution to the economic and social development of our host countries. While our results this year have been impressive, I am equally proud of the work our international team has done to strengthen relationships with our host communities and deliver real social innovation that truly makes a difference. This year, we released our first nature strategy, with work nearing completion on a refresh of our climate strategy. Our new United Nations Global Compact membership further aligns MMG with leaders on human rights, climate action, and governance.

Our people make the difference

Meeting teams on the ground in my first year as CEO has been a highlight, and I look forward to continuing this in the new year. Our people are engaged, motivated, and aligned with our purpose. This year's People and Culture Survey shows positive results – engagement has risen from last year and now surpasses global industry benchmarks. There is always room for improvement, and we are committed to making MMG an even better place to work.

An exciting outlook

While we remain mindful of the dynamic market environment, we are focused on delivering our growth plans and harnessing emerging technologies to strengthen our ability to deliver long-term value to shareholders. I am grateful to our people for their commitment and to our major shareholder, China Minmetals Corporation, for their ongoing support. I look forward to working with our team and stakeholders as we build on this success.

ZHAO Jing Ivo
CHIEF EXECUTIVE OFFICER

MANAGEMENT DISCUSSION AND ANALYSIS

RESULTS FOR THE YEAR ENDED 31 DECEMBER 2025

For the purpose of the management discussion and analysis, the Group's results for the year ended 31 December 2025 are compared with results for the year ended 31 December 2024.

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Revenue	6,218.0	4,479.2	39%
Operating expenses	(2,737.7)	(2,299.2)	(19%)
Exploration expenses	(101.7)	(62.6)	(62%)
Administration expenses	(32.6)	(41.6)	22%
Net other income (expenses)	66.1	(27.1)	344%
EBITDA	3,412.1	2,048.7	67%
Depreciation, amortisation & impairment expenses	(1,413.0)	(1,058.7)	(33%)
EBIT	1,999.1	990.0	102%
Net finance costs	(272.1)	(368.6)	26%
Profit before income tax	1,727.0	621.4	178%
Income tax expense	(771.8)	(255.4)	(202%)
Profit after income tax for the year	955.2	366.0	161%
Attributable to:			
Equity holders of the Company	509.4	161.9	215%
Non-controlling interests ⁽¹⁾	445.8	204.1	118%
Profit after income tax for the year	955.2	366.0	161%

(1) Amounts attributable to non-controlling interests related to the 37.5% interest in Las Bambas and the 45.0% interest in Khoemaçau (from 6 June 2024) not owned by the Company.

Profit attributable to equity holders of the Company

MMG's profit of US\$955.2 million for the year ended 31 December 2025 includes profit attributable to equity holders of US\$509.4 million and profit attributable to non-controlling interests of US\$445.8 million. This compares to a profit attributable to equity holders of US\$161.9 million and profit attributable to non-controlling interests of US\$204.1 million for the year ended 31 December 2024.

The following table provides a reconciliation of reported profit after tax attributable to equity holders.

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Assets with non-controlling interests			
Profit after tax – Las Bambas 62.5% interest	745.6	329.8	126%
(Loss)/profit after tax – Khoemaçau 55.0% interest	(2.0)	2.1	(195%)
Other assets – 100% interest			
Loss after tax – Kinsevere	(216.4)	(79.7)	(172%)
Profit after tax – Australian operations	124.1	71.0	75%
Corporate			
Administrative expenses	(32.6)	(41.6)	22%
Net finance costs	(124.5)	(130.2)	4%
Other income	15.2	10.5	45%
Profit for the year attributable to equity holders	509.4	161.9	215%

Note: Prior year figures have been reclassified to conform to current year presentation. This has not impacted net profit.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Overview of operating results

The Group's continuing operations comprise Las Bambas, Kinsevere, Khoemacau, Dugald River and Rosebery. Exploration, corporate activities and other subsidiaries are classified as 'Other'.

YEAR ENDED 31 DECEMBER	REVENUE			EBITDA		
	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Las Bambas	4,447.0	2,977.6	49%	2,831.2	1,594.3	78%
Kinsevere	499.3	423.6	18%	100.7	67.8	49%
Khoemacau	399.2	295.8	35%	167.0	125.9	33%
Dugald River	502.0	461.8	9%	176.1	169.4	4%
Rosebery	354.9	306.0	16%	168.1	123.2	36%
Other	15.6	14.4	8%	(31.0)	(31.9)	3%
Total	6,218.0	4,479.2	39%	3,412.1	2,048.7	67%

(1) Operating results of Khoemacau in 2024 are for the period starting from 23 March 2024 following MMG's acquisition.

The following discussion and analysis of the financial information and results should be read in conjunction with the financial statements.

Revenue increased by US\$1,738.8 million (39%) to US\$6,218.0 million compared to 2024, driven by higher sales volumes (US\$905.0 million) and higher commodity prices (US\$833.8 million).

Favourable sales volumes variances of US\$905.0 million were primarily due to higher sales volumes of copper concentrate (US\$835.9 million) at Las Bambas attributable to higher production volumes and at Khoemacau (US\$95.5 million) reflecting a full 12-months of ownership in 2025 (approximately 9 months in 2024) and higher copper cathode sales volumes at Kinsevere (US\$64.5 million) reflecting the ramp-up of KEP. This was partly offset by lower zinc and lead concentrate sales volumes at Rosebery (US\$43.2 million), lower molybdenum sales volumes (US\$28.3 million) at Las Bambas and lower cobalt sales volumes (US\$17.4 million) at Kinsevere.

Favourable commodity price variances of US\$833.8 million were primarily due to higher prices for copper (US\$712.8 million), silver (US\$152.9 million), gold (US\$116.1 million), zinc (US\$31.1 million), cobalt (US\$4.9 million) and molybdenum (US\$1.4 million), partly offset by net commodity hedging losses on copper of US\$171.6 million in 2025, compared to a hedge gain of US\$13.6 million in 2024. Price variances include mark-to-market adjustments on open sales contracts.

REVENUE BY COMMODITY YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Copper	4,754.4	3,308.4	44%
Zinc	511.7	481.1	6%
Lead	68.1	84.9	(20%)
Gold	365.6	209.2	75%
Silver	408.8	246.7	66%
Molybdenum	101.5	128.4	(21%)
Cobalt	7.9	20.5	(61%)
Total	6,218.0	4,479.2	39%

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Price

Average LME base metals prices for copper, zinc, gold, silver, molybdenum and cobalt were higher for the year ended 31 December 2025 compared to 2024. The average price for lead was lower.

AVERAGE LME CASH PRICE ⁽¹⁾ YEAR ENDED 31 DECEMBER	2025	2024	CHANGE % FAV/(UNFAV)
Copper (US\$/tonne)	9,939	9,144	9%
Zinc (US\$/tonne)	2,867	2,777	3%
Lead (US\$/tonne)	1,963	2,072	(5%)
Gold (US\$/ounce)	3,436	2,387	44%
Silver (US\$/ounce)	39.94	28.24	41%
Molybdenum (US\$/tonne)	48,748	46,943	4%
Cobalt (US\$/tonne)	35,432	25,005	42%

(1) Sources: zinc, lead, cobalt and copper: LME cash settlement price; Molybdenum: Platts; gold and silver: LBMA. LME (London Metal Exchange) data is used in this report under licence from LME; LME is not involved and accepts no responsibility to any third party in connection with the data; and onward distribution of the data by third parties is not permitted.

Sales volumes

PAYABLE METAL IN PRODUCT SOLD YEAR ENDED 31 DECEMBER	2025	2024	CHANGE % FAV/(UNFAV)
Copper (tonnes)	484,467	378,686	28%
Zinc (tonnes)	183,815	184,937	(1%)
Lead (tonnes)	33,867	42,135	(20%)
Gold (ounces)	102,162	85,430	20%
Silver (ounces)	9,261,127	8,383,974	10%
Molybdenum (tonnes)	2,447	3,138	(22%)
Cobalt (tonnes)	482	1,617	(70%)

PAYABLE METAL IN PRODUCT SOLD YEAR ENDED 31 DECEMBER 2025	COPPER TONNES	ZINC TONNES	LEAD TONNES	GOLD OUNCES	SILVER OUNCES	MOLYBDENUM TONNES	COBALT TONNES
Las Bambas	390,580	-	-	74,683	4,750,970	2,447	-
Kinsevere	52,233	-	-	-	-	-	482
Khoemacau	40,562	-	-	-	1,218,101	-	-
Dugald River	-	145,093	17,371	-	1,251,775	-	-
Rosebery	1,092	38,722	16,496	27,479	2,040,281	-	-
Total	484,467	183,815	33,867	102,162	9,261,127	2,447	482

PAYABLE METAL IN PRODUCT SOLD YEAR ENDED 31 DECEMBER 2024	COPPER TONNES	ZINC TONNES	LEAD TONNES	GOLD OUNCES	SILVER OUNCES	MOLYBDENUM TONNES	COBALT TONNES
Las Bambas	302,872	-	-	56,171	3,535,035	3,138	-
Kinsevere	44,892	-	-	-	-	-	1,617
Khoemacau	29,666	-	-	-	907,222	-	-
Dugald River	-	136,853	21,743	-	1,662,728	-	-
Rosebery	1,256	48,084	20,392	29,259	2,278,989	-	-
Total	378,686	184,937	42,135	85,430	8,383,974	3,138	1,617

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Operating expenses include expenses of operating sites, excluding depreciation and amortisation. Site expenses include mining and processing expenses, changes in inventories, royalty expenses, selling expenses and other operating expenses.

Total operating expenses increased by US\$438.5 million (19%) to US\$2,737.7 million. This was due to higher operating expenses at Las Bambas (US\$282.5 million) driven by higher production expenses (US\$297.5 million) attributable to increased material movement, lower capitalisation of deferred mining costs, higher profit share incentives and higher freight and royalty expenses (US\$58.0 million) with increased sales volumes and increased tax related provisions (US\$30.9 million). This was partly offset by costs capitalised as part of inventory (US\$116.6 million) due to the build-up of ore stocks and copper concentrate.

At Kinsevere, operating expenses were higher by US\$57.7 million, which included US\$52.0 million of ore stocks used, driven by lower mining volumes.

Operating expenses were higher at Khoemacau (US\$65.2 million), reflecting a full year of operations under MMG ownership, compared to approximately nine months in 2024.

Further details are set out below in the mine analysis section.

Exploration expenses increased by US\$39.1 million (62%) to US\$101.7 million, attributable to increased drilling activities at Las Bambas (US\$28.9 million) focusing on near surface skarn and porphyry copper mineralisation across key targets referred to as the “Ring of Fire” targets and resource extension drilling at the Izok Corridor project (US\$11.2 million).

Administrative expenses decreased by US\$9.0 million (22%) to US\$32.6 million in 2025 primarily due to a reduction in employee benefits expenses. Administrative expenses in 2025 included transaction and due diligence costs relating to the proposed Nickel Brazil acquisition (US\$16.5 million) and 2024 administrative expenses included expenditure on Khoemacau acquisition and integration activities (US\$15.3 million).

Net other income increased by US\$93.2 million (344%) to US\$66.1 million, attributable to favourable foreign exchange rate impacts (US\$41.7 million) due to the revaluation of monetary assets and de-recognition of certain tax related provisions at Las Bambas (US\$45.7 million).

Depreciation, amortisation and impairment expenses increased by US\$354.3 million (33%) to US\$1,413.0 million, primarily attributable to impairment US\$290.0 million at Kinsevere (2024: US\$53.0 million) and higher depreciation and amortisation expenses at Las Bambas (US\$99.4 million) due to higher ore mined and copper production volumes.

Net finance costs decreased by US\$96.5 million (26%) to US\$272.1 million, primarily due to lower debt balances (US\$97.3 million).

Income tax expense increased by US\$516.4 million due to higher underlying profit before tax. Underlying income tax expense for 2025 of US\$771.8 million includes dividend withholding tax in Peru of US\$51.1 million (2024: Nil) and non-creditable interest withholding tax in Peru and Botswana of US\$21.4 million (2024: US\$15.7 million).

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

MINES ANALYSIS

Las Bambas

YEAR ENDED 31 DECEMBER	2025	2024	CHANGE % FAV/(UNFAV)
Production			
Ore mined (tonnes)	81,304,493	63,819,945	27%
Ore milled (tonnes)	53,414,671	51,586,909	4%
Waste movement (tonnes)	111,450,153	122,617,927	(9%)
Copper in copper concentrate (tonnes)	410,834	322,912	27%
Gold in copper concentrate (ounces)	85,604	63,427	35%
Silver in copper concentrate (ounces)	5,256,050	3,938,602	33%
Molybdenum in copper concentrate (tonnes)	2,910	3,108	(6%)
Payable metal in product sold			
Copper (tonnes)	390,580	302,872	29%
Gold (ounces)	74,683	56,171	33%
Silver (ounces)	4,750,970	3,535,035	34%
Molybdenum (tonnes)	2,447	3,138	(22%)

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE% FAV/(UNFAV)
Revenue	4,447.0	2,977.6	49%
Operating expenses			
Production expenses			
Mining	(576.3)	(465.4)	(24%)
Processing	(314.6)	(299.5)	(5%)
Other	(660.7)	(489.2)	(35%)
Total production expenses	(1,551.6)	(1,254.1)	(24%)
Freight	(100.8)	(85.2)	(18%)
Royalties	(133.1)	(90.7)	(47%)
Other ⁽ⁱ⁾	173.1	100.1	73%
Total operating expenses	(1,612.4)	(1,329.9)	(21%)
Other expenses	(3.4)	(53.4)	94%
EBITDA	2,831.2	1,594.3	78%
Depreciation and amortisation expenses	(861.6)	(762.2)	(13%)
EBIT	1,969.6	832.1	137%
EBITDA margin	64%	54%	

(i) Other operating expenses include changes in inventories, corporate recharges and other costs of operations.

Las Bambas achieved its second-highest annual copper production of 410,834 tonnes of copper in copper concentrate in 2025, marking a 27% increase from 2024. Records were set for annual ore mined (81,304,493 tonnes), ore milled (53,414,671 tonnes) and overall recovery rates (90.1%). This strong performance was driven by sustained improvements in operational efficiency, strategic equipment upgrades, an enhanced flotation reagent strategy, and higher average milled grades supported by year-round mining activities at both the Ferrobamba and Chalcobamba pits. These factors collectively contributed to the significant year-on-year growth in production.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Revenue of US\$4,447.0 million was US\$1,469.4 million (49%) higher compared to 2024 due to higher sales volumes of copper (US\$757.1 million), gold (US\$45.0 million) and silver (US\$33.8 million), along with increased prices for copper (US\$469.7 million), gold (US\$80.6 million), silver (US\$79.8 million) and molybdenum (US\$1.4 million), and lower copper treatment charges (US\$132.2 million). This was partly offset by losses on copper commodity hedges (US\$101.9 million) and lower molybdenum sales volumes (US\$28.3 million) due to lower production.

Total production expenses for 2025 were US\$1,551.6 million, representing an increase of US\$297.5 million (24%) compared to 2024. The increase was primarily attributable to increased profit share incentives (US\$117.1 million) reflecting higher profit, lower capitalised mining due to Chalcobamba pre-stripping activities in 2024 (US\$53.1 million) and a one-off union collective bargaining agreement payment (US\$44.7 million). Production expenses were also higher due to increased road and rail copper concentrate transportation costs (US\$42.6 million) with increased sales, higher material mined volumes (US\$17.9 million), greater execution of social programs (US\$13.3 million) and increased spending on security measures (US\$11.5 million). These increases were partly offset by lower unit prices for diesel and explosives (US\$4.4 million).

Freight and royalty expenses were higher by 18% and 47%, respectively, reflecting higher sales volumes and revenue.

Other operating expenses were favourable by US\$73.0 million, mainly driven by favourable stock movements (US\$116.6 million) due to a higher build-up of ore stockpiles (US\$81.9 million, net of write-downs) and copper concentrate stocks (US\$27.1 million), partly offset by an increase in tax related provisions (US\$30.9 million).

Other expenses decreased by US\$50.0 million to US\$3.4 million, primarily attributable to foreign exchange gains of US\$38.2 million, compared to foreign exchange losses of US\$7.0 million in 2024, and the de-recognition of certain tax related provisions (US\$45.7 million). This was partly offset by higher exploration costs (US\$28.9 million) from increased drilling activities targeting near surface skarn and porphyry copper mineralisation across key targets referred to as the "Ring of Fire".

Depreciation and amortisation expenses increased by US\$99.4 million (13%) compared to 2024, reflecting higher ore mined, ore milled and copper production volumes.

The C1 cost of US\$1.12/lb for 2025 was lower than the 2024 C1 cost of US\$1.51/lb, driven by higher copper production rates, lower treatment charges and higher by-product credits.

2026 Outlook

Las Bambas copper production target in 2026 is 400,000 tonnes of copper in copper concentrate, contingent upon stable operations. The lower end of the guidance has been set to 380,000 tonnes reflecting a cautious approach.

Las Bambas C1 costs in 2026 are expected to range between US\$1.20/lb and US\$1.40/lb. Sustained high gold and silver prices would contribute to C1 costs optimisation.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Kinsevere

YEAR ENDED 31 DECEMBER	2025	2024	CHANGE % FAV/(UNFAV)
Production			
Ore mined (tonnes)	988,201	3,343,818	(70%)
Ore milled (tonnes)	3,841,191	2,609,130	47%
Waste movement (tonnes)	11,181,947	18,418,088	(39%)
Copper cathode (tonnes)	52,791	44,597	18%
Cobalt (tonnes)	-	2,926	n/a
Payable metal in product sold			
Copper (tonnes) ⁽ⁱ⁾	52,233	44,892	16%
Cobalt (tonnes)	482	1,617	(70%)

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Revenue	499.3	423.6	18%
Operating expenses			
Production expenses			
Mining	(28.5)	(64.3)	56%
Processing	(192.3)	(164.9)	(17%)
Other	(110.1)	(98.6)	(12%)
Total production expenses	(330.9)	(327.8)	(1%)
Freight	(10.5)	(10.2)	(3%)
Royalties	(29.9)	(26.6)	(12%)
Other ⁽ⁱⁱ⁾	(22.1)	28.9	(176%)
Total operating expenses	(393.4)	(335.7)	(17%)
Other expenses	(5.2)	(20.1)	74%
EBITDA	100.7	67.8	49%
Depreciation, amortisation and impairment expenses	(319.1)	(118.4)	(170%)
EBIT	(218.4)	(50.6)	(332%)
EBITDA margin	20%	16%	

(i) Kinsevere sold copper includes copper cathode, copper scrap and copper ore.

(ii) Other operating expenses include changes in inventories, corporate recharges and other costs of operations.

Kinsevere produced 52,791 tonnes of copper cathode in 2025, an 18% increase over 2024, driven by the ramp-up of KEP, although power-related and operational challenges constrained ramp-up progress. Mitigation measures have been implemented.

Kinsevere revenue increased by US\$75.7 million (18%) to US\$499.3 million in 2025 compared to 2024, driven by higher copper sales volumes (US\$64.5 million) attributable to higher production with the ramp – up of KEP and higher prices for copper (US\$59.8 million) and cobalt (US\$4.9 million). This was partly offset by losses on copper commodity hedges (US\$36.1 million) and lower cobalt sales volumes (US\$17.4 million).

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Total production expenses increased by US\$3.1 million (1%) in 2025 compared to 2024. This increase was mainly driven by the full year operation of the sulphide plant (US\$33.1 million), the commencement of costs associated with the Roaster-Gas-Acid plant (US\$12.0 million) and higher consumption of third-party ore (US\$18.3 million). This was partly offset by lower mining volumes (US\$35.8 million) compared to 2024, which saw accelerated mining activities at the Sokoroshe II pit, as well as lower cobalt processing costs (US\$27.3 million) following the cobalt plant being placed into care and maintenance in December 2024.

Other operating expenses were US\$51.0 million higher in 2025 compared to 2024 due to unfavourable change in inventories (US\$52.0 million) driven by the drawdown of ore stocks following lower mining volumes in 2025.

Depreciation, amortisation and impairment expenses increased by US\$200.7 million (170%) in 2025 compared to 2024 due to the US\$290.0 million asset impairment at Kinsevere in 2025 compared to a US\$53.0 million impairment in 2024.

The C1 costs of US\$3.12/lb for 2025 were lower than the 2024 C1 costs of US\$3.26/lb due to increased copper production, partially offset by lower by-product credits.

2026 Outlook

Kinsevere copper production for 2026 is expected to range between 65,000 and 75,000 tonnes, with a focus on addressing operational challenges. A key priority for 2026 will be the implementation of a Battery Energy Storage System (BESS) to mitigate the impacts from the frequent power trips and stabilise operations.

C1 costs in 2026 are expected to be between US\$2.50/lb and US\$2.90/lb, representing an improvement from 2025 driven by efforts to enhance production despite the continued impact of power supply constraints and associated costs.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Khoemacau

YEAR ENDED 31 DECEMBER	2025	2024	CHANGE % FAV/(UNFAV)
Production			
Ore mined (tonnes)	3,161,217	2,457,492	29%
Ore milled (tonnes)	3,107,514	2,356,502	32%
Copper in copper concentrate (tonnes)	42,120	30,961	36%
Silver (ounces) ⁽ⁱ⁾	1,381,205	1,062,542	
Payable metal in product sold			
Copper (tonnes)	40,562	29,666	37%
Silver (ounces)	1,218,101	907,222	34%

(i) The silver production is subject to a silver stream in favour of Royal Gold Inc. which covers 100% of the payable silver produced until the delivery of 40.0 million silver ounces, and 50% thereafter. Royal Gold Inc. pays a cash price equal to a minimum of 20% of spot silver price for each ounce delivered. The stream covers Zone 5 and Mango North-East deposits, with other deposits unencumbered.

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Revenue	399.2	295.8	35%
Operating expenses			-
Production expenses			
Mining	(125.0)	(104.9)	(19%)
Processing	(33.3)	(24.5)	(36%)
Other	(50.5)	(32.1)	(57%)
Total production expenses	(208.8)	(161.5)	(29%)
Freight	(0.4)	(0.3)	(33%)
Royalties	(13.9)	(8.7)	(60%)
Other ⁽ⁱⁱ⁾	(8.0)	4.6	(274%)
Total operating expenses	(231.1)	(165.9)	(39%)
Other expenses	(1.1)	(4.0)	73%
EBITDA	167.0	125.9	33%
Depreciation and amortisation expenses	(65.6)	(32.5)	(102%)
EBIT	101.4	93.4	9%
EBITDA margin	42%	43%	

(ii) Operating results of Khoemacau in 2024 are for the period starting from 23 March 2024 following MMG's acquisition.

Khoemacau produced 42,120 tonnes of copper in copper concentrate in 2025, a 36% increase from 2024, driven by full-year production despite a temporary impact on ore availability during the mining contractor transition in the third quarter.

Khoemacau revenue in 2025 increased by US\$103.4 million to US\$399.2 million (35%) driven by higher copper concentrate sales volumes (US\$95.5 million) reflecting a full 12 months of ownership, compared to approximately 9 months in 2024 following MMG's acquisition on 22 March 2024, as well as prices for copper (US\$48.0 million) and silver (US\$7.0 million). This was partly offset by losses on copper commodity hedges in 2025 (\$24.6 million), compared to a gain on commodity hedges in 2024 (US\$22.5 million).

Total production expenses for 2025 were US\$208.8 million, representing an increase of US\$47.3 million (29%) compared to 2024 due to an additional three months of ownership and higher energy tariffs effective from 1 July 2025.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Depreciation and amortisation expenses increased by US\$33.1 million (102%) compared to 2024, mainly due to an additional three months of ownership and depreciation related to the buyout of the Barmingo mine fleet as part of the mining contractor transition.

Khoemacau's C1 costs, on a post by-product and pre-silver stream basis, were US\$1.97/lb for 2025, compared to US\$2.54/lb in 2024, driven by higher copper production and higher by-product credits.

2026 Outlook

Khoemacau copper production for 2026 is expected to range between 48,000 and 53,000 tonnes, supported by higher ore grades as mining operations access Zone 5 North, along with enhanced development work to expand mining fronts, improve operational flexibility, and ensure access to higher-grade ore zones.

C1 costs for Khoemacau in 2026 are expected to range between US\$2.00/lb - US\$2.30/lb (post by-product and pre silver stream basis). Sustained high silver prices would contribute to C1 costs optimisation.

Dugald River

YEAR ENDED 31 DECEMBER	2025	2024	CHANGE % FAV/(UNFAV)
Production			
Ore mined (tonnes)	1,980,849	1,783,162	11%
Ore milled (tonnes)	2,010,609	1,755,369	15%
Zinc in zinc concentrate (tonnes)	183,463	163,588	12%
Lead in lead concentrate (tonnes)	21,666	20,781	4%
Silver (ounces)	1,568,609	1,627,600	(4%)
Payable metal in product sold			
Zinc (tonnes)	145,093	136,853	6%
Lead (tonnes)	17,371	21,743	(20%)
Silver (ounces)	1,251,775	1,662,728	(25%)

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Revenue	502.0	461.8	9%
Operating expenses			
Production expenses			
Mining	(133.2)	(112.0)	(19%)
Processing	(73.0)	(67.4)	(8%)
Other	(85.0)	(80.8)	(5%)
Total production expenses	(291.2)	(260.2)	(12%)
Freight	(17.1)	(18.8)	9%
Royalties	(22.9)	(20.2)	(13%)
Other ⁽ⁱ⁾	13.0	6.1	113%
Total operating expenses	(318.2)	(293.1)	(9%)
Other income/(expenses)	(7.7)	0.7	(1,200%)
EBITDA	176.1	169.4	4%
Depreciation and amortisation expenses	(98.6)	(56.1)	(76%)
EBIT	77.5	113.3	(32%)
EBITDA margin	35%	37%	

(i) Other operating expenses include changes in inventories, corporate recharges and other costs of operations.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

In 2025, Dugald River achieved record zinc production of 183,463 tonnes, a 12% increase from 2024. Annual ore milled throughout exceeded 2 million tonnes for the first time in the mine's history, driven by operational efficiency, which stabilised performance after weather disruptions in early 2025.

Dugald River revenue increased by US\$40.2 million (9%) to US\$502.0 million in 2025, driven by higher zinc concentrate sales volumes (US\$22.6 million) and higher prices for silver (US\$22.3 million) and zinc (US\$19.3 million). This was partly offset by lower lead concentrate sales volumes (US\$24.6 million).

Total production expenses rose by US\$31.0 million (12%), primarily due to increased mining costs (US\$21.2 million) from higher development meters and ore mined volumes, as well as higher processing costs (US\$5.6 million) driven by increased ore milled volumes.

Other operating expenses included favourable changes in inventories (US\$7.5 million) due to a net build-up of lead concentrate stocks.

Depreciation and amortisation expenses were higher by US\$42.5 million, reflecting accelerated depreciation of mine development assets based on an updated useful life aligned with the optimised life-of-mine plan.

Dugald River's zinc C1 costs of US\$0.65/lb in 2025 was in line with 2024.

2026 Outlook

Dugald River zinc production for 2026 is expected to be in the range of 170,000 and 180,000 tonnes of zinc in zinc concentrate, reflecting mining progression at depth and potential weather-related challenges. C1 costs for 2026 are expected to range between US\$0.80/lb and US\$0.95/lb. Sustained high silver prices would contribute to C1 costs optimisation.

Rosebery

YEAR ENDED 31 DECEMBER	2025	2024	CHANGE % FAV/(UNFAV)
Production			
Ore mined (tonnes)	1,003,843	1,033,718	(3%)
Ore milled (tonnes)	989,134	1,033,778	(4%)
Zinc in zinc concentrate (tonnes)	48,597	56,313	(14%)
Lead in lead concentrate (tonnes)	17,942	20,879	(14%)
Copper in precious metals concentrate (tonnes)	1,154	1,288	(10%)
Gold (ounces)	32,514	33,377	(3%)
Silver (ounces)	2,358,979	2,413,983	(2%)
Payable metal in product sold			
Copper (tonnes)	1,092	1,256	(13%)
Zinc (tonnes)	38,722	48,084	(19%)
Lead (tonnes)	16,496	20,392	(19%)
Gold (ounces)	27,479	29,259	(6%)
Silver (ounces)	2,040,281	2,278,989	(10%)

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Revenue	354.9	306.0	16%
Operating expenses			
Production expenses			
Mining	(95.4)	(82.5)	(16%)
Processing	(36.7)	(37.4)	2%
Other	(36.0)	(32.6)	(10%)
Total production expenses	(168.1)	(152.5)	(10%)
Freight	(6.2)	(8.5)	27%
Royalties	(18.1)	(9.5)	(91%)
Other ⁽ⁱ⁾	9.9	(2.5)	496%
Total operating expenses	(182.5)	(173.0)	(5%)
Other expenses	(4.3)	(9.8)	56%
EBITDA	168.1	123.2	36%
Depreciation and amortisation expenses	(56.6)	(78.8)	28%
EBIT	111.5	44.4	151%
EBITDA margin	47%	40%	

(i) Other operating expenses include changes in inventories, corporate recharges and other costs of operations.

Rosebery produced 48,597 tonnes of zinc in zinc concentrate in 2025, a decrease from the previous year. However, the mine's strategy focuses on leveraging by-product metal contributions to maximise asset values and financial outcomes, resulting in zinc equivalent production totalling 139,959 tonnes.

Rosebery revenue increased by US\$48.9 million (16%) to US\$354.9 million in 2025, driven by higher prices for silver (US\$43.7 million), gold (US\$35.4 million), zinc (US\$11.8 million) and copper (US\$1.8 million). This was partly offset by lower sales volumes for zinc (US\$23.1 million), precious metals (US\$11.3 million), lead (US\$7.5 million) and copper (US\$1.3 million).

Total production expenses increased by US\$15.6 million (10%) compared to 2024, primarily due to higher mining costs (US\$12.9 million) attributable to lower capitalised mine development and increased mining contractor costs driven by additional ground support requirements.

Royalties increased by US\$8.6 million (91%) reflecting higher revenue and profit.

Other operating expenses were mainly driven by favourable changes in inventory (US\$12.3 million) due to a net build-up of stocks for ore, zinc and lead concentrate.

Other expenses decreased by US\$5.5 million (56%) due to reduced exploration and study costs for the Rosebery life extension program in 2025.

Depreciation and amortisation expenses were lower than 2024 by US\$22.2 million (28%), reflecting the extension of the life-of-mine reserve base.

Rosebery zinc C1 costs were negative US\$0.94/lb for the 2025 full year, compared to negative US\$0.10/lb in 2024, reflecting higher precious metal by-product credits and lower treatment charges.

2026 Outlook

Rosebery zinc production for 2026 is expected to range between 45,000 and 55,000 tonnes of zinc in zinc concentrate. Including contributions from by-product metals and calculated using 2025 average realised prices, zinc equivalent production for 2026 is expected to range between 125,000 and 140,000 tonnes.

C1 costs for 2026 are expected to range between negative US\$0.60/lb and negative US\$0.10/lb. Sustained high gold and silver prices would contribute to C1 costs optimisation.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

CASH FLOW ANALYSIS

Net cash flow

YEAR ENDED 31 DECEMBER	2025 US\$ MILLION	2024 US\$ MILLION	CHANGE % FAV/(UNFAV)
Net operating cash flows	2,689.5	1,611.9	67%
Net investing cash flows	(1,081.4)	(2,970.2)	64%
Net financing cash flows	(1,472.2)	1,104.0	(233%)
Net cash inflows / (outflows)	135.9	(254.3)	153%

Net operating cash inflows increased by US\$1,077.6 million (67%) to US\$2,689.5 million, primarily due to higher EBITDA (US\$1,372.7 million), partly offset by higher income tax payments in Peru (US\$324.8 million) and Australia (US\$39.9 million), reflecting higher profits, as well as Peruvian dividend withholding taxes of US\$51.1 million.

Net investing cash outflows decreased by US\$1,888.8 million (64%) to US\$1,081.4 million. This reflects the US\$2,042.8 million acquisition cost (net of cash acquired) for the 100% share capital of Khoemacau Copper Mine in Botswana (March 2024) and lower expenditure at Kinsevere (US\$75.6 million) in 2025 due to ramp-up of KEP. These were partly offset by higher capital expenditure at Khoemacau (US\$143.5 million) for the pastefill plant construction and Khoemacau expansion project, as well as higher capital expenditure at Las Bambas (US\$60.9 million).

Net financing cash flows in 2025 were unfavourable by US\$2,576.2 million (233%) compared to 2024. This decline was primarily due to higher net repayment of borrowings in 2025 (US\$1,234.3 million) compared to 2024 and net cash raised from the rights issue in 2024 (US\$1,152.4 million). Additionally, unfavourable impacts included dividends paid (US\$695.3 million) to non-controlling interests of the Las Bambas joint venture in 2025 and lower non-controlling interest equity contributions for Khoemacau (2025: US\$337.5 million, 2024: US\$482.9 million). These were partially offset by proceeds from the issuance of convertible bonds in 2025 (US\$494.0 million) and lower financing costs paid during the year (US\$147.7 million).

FINANCIAL RESOURCES AND LIQUIDITY

	31 DECEMBER 2025 US\$ MILLION	31 DECEMBER 2024 US\$ MILLION	CHANGE US\$ MILLION
Total assets	15,300.5	14,985.9	314.6
Total liabilities	(8,400.6)	(8,707.4)	306.8
Total equity	6,899.9	6,278.5	621.4

Total equity increased by US\$621.4 million to US\$6,899.9 million as at 31 December 2025.

The gearing ratio for the Group is defined as net debt (total borrowings excluding finance charge prepayments, less cash and cash equivalents) divided by the aggregate of net debt and total equity as set out in the following table:

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

	31 DECEMBER 2025 US\$ MILLION	31 DECEMBER 2024 US\$ MILLION
MMG GROUP		
Total borrowings (excluding prepaid finance charges) ⁽ⁱ⁾	3,278.9	4,635.1
Convertible bonds (debt component)	401.1	-
Less: cash and cash equivalents	(328.6)	(192.7)
Net debt	3,351.4	4,442.4
Total equity	6,899.9	6,278.5
Net debt + Total equity	10,251.3	10,720.9
Gearing ratio	0.33	0.41

(i) Borrowings at an MMG Group level reflect 100% of the borrowings of the Las Bambas and Khoemacau Joint Venture Groups. Las Bambas Joint Venture Group borrowings as at 31 December 2025 were US\$1,302.0 million (31 December 2024: US\$1,040.0 million) and Las Bambas Joint Venture Group cash and cash equivalents as at 31 December 2025 were US\$215.2 million (31 December 2024: US\$60.7 million). Khoemacau Joint Venture Group borrowings as at 31 December 2025 were US\$504.7 million (31 December 2024: US\$1,028.9 million) and Khoemacau Joint Venture Group cash and cash equivalents as at 31 December 2025 were US\$53.9 million (31 December 2024: US\$19.5 million). For the purpose of calculating the gearing ratio, Las Bambas and Khoemacau Joint Venture Groups' borrowings have not been reduced to reflect the MMG Group's 62.5% and 55.0% equity interest, respectively. This is consistent with the basis of the preparation of MMG's financial statements.

Available debt facilities

As at 31 December 2025, the Group had available in its undrawn debt facilities an amount of US\$4,047.8 million (31 December 2024: US\$2,950.0 million).

Some of the Group's available external debt facilities are subject to covenant compliance requirements. The Group was not in breach of covenant requirements in respect of the Group's borrowings at 31 December 2025. Certain financial covenants are measured with reference to the financial performance of the Group or its subsidiaries and may be influenced by future operational performance.

DIVIDEND

The Board did not recommend the payment of an interim or final dividend for the year ended 31 December 2025 to the ordinary shareholders of the Company.

Under the Hong Kong Companies Ordinance, dividends may only be declared or paid out of a company's accumulated realised profits or distributable reserves, and only where such payment would not result in the Company's net assets falling below the aggregate of its share capital and undistributable reserves.

In addition to the statutory conditions above, the Board has considered the Company's financial position (including its capital commitments, debt obligations), anticipated cash flow requirements in the ordinary course of business and in support of future growth. The Company continues to adopt a disciplined approach to capital allocation, with due regard to financial flexibility and balance sheet strength.

On the basis of such consideration, the Board determined that it would not be appropriate to declare or pay a dividend for the year ended 31 December 2025. Accordingly, no dividend was declared or paid in respect of the year.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

MATERIAL ACQUISITIONS AND DISPOSALS

Acquisition of Anglo American's Nickel Business in Brazil

On 18 February 2025, MMG announced that its wholly owned subsidiary entered into an agreement to acquire 100% of Anglo American's nickel business in Brazil ("Nickel Brazil") for an aggregate cash consideration of up to US\$500 million. This includes an upfront cash consideration of US\$350 million, contingent consideration of up to US\$100 million linked to the realised nickel price¹, and contingent consideration of up to US\$50 million linked to a final investment decision at development projects, Jacaré and Morro Sem Boné². The acquisition aligns with the Group's growth strategy to expand its earnings, geographical footprint, and base metal commodity exposure, marking the Group's first investment in Brazil and the addition of nickel to its mineral resources and ore reserves.

The acquisition constitutes a disclosable transaction of the Company and is subject to the reporting and announcement requirements, but exempt from the Shareholders' approval requirements, under Chapter 14 of the Listing Rules.

Closing of the transaction is subject to the satisfaction or waiver of certain conditions precedent including merger control clearance in several jurisdictions, acceptance of a filing with the National Development and Reform Commission, PRC (NDRC), and acceptance of a filing with Ministry of Commerce, PRC (MOFCOM). Whereas all other conditions have been satisfied, in November 2025 the European Commission extended its review to a Phase II review. The parties continue to work with the European Commission to facilitate its review. The latest date by which the Conditions may be completed under the Share Purchase Agreement was 18 November 2025 (Long Stop Date). The parties agreed to extend the Long Stop Date to 30 June 2026.

As closing is subject to the fulfilment (or waiver, where applicable) of conditions, the acquisition may or may not proceed to closing. Shareholders and potential investors are reminded to exercise caution when dealing in the securities of the Company.

Notes:

1. The payment will be calculated as 50% of incremental, post-tax revenue from nickel sales above the agreed realised nickel price of US\$7.10/lb contained nickel, i.e. after the typical discounts for ferronickel products has been applied to the benchmark price for a period of 48 months.
2. A total of US\$40 million is payable upon the Group making a final investment decision on the full-scale development of the Jacaré greenfield development project and US\$10 million upon the Group making a final investment decision on the full-scale development of the Morro Sem Boné greenfield development project.

CONVERTIBLE BONDS

On 29 September 2025, the Company entered into a subscription agreement with Merrill Lynch (Asia Pacific) Limited and CLSA Limited (Collectively, the Managers), pursuant to which the Company has agreed to issue, and the Managers have severally and not jointly agreed to subscribe and pay for, or to procure subscribers to subscribe and pay for, US\$500 million zero coupon convertible bonds due 2030 (Convertible Bonds). The issuance of the Convertible Bonds was completed on 8 October 2025. The net proceeds from the offering of the Convertible Bonds, after deduction of fees and commissions and other estimated expenses, were approximately US\$494 million. The maturity date of the Convertible Bonds is 8 October 2030.

Details of the Convertible Bonds are set out in the circular of the Company dated 9 October 2025. The Company intended to apply the proceeds for refinancing the Group's offshore indebtedness.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

As at the date of this report, the Group has utilised the net proceeds from the Convertible Bonds as follows:

Items	Intended use of the net proceeds (US\$ in million)	Actual use of the net proceeds up to date of this report (US\$ in million)	Unutilised proceeds up to date of this report (US\$ in million)
Refinancing the Group's offshore indebtedness	494	494	0

As at the date of this report, the Company has completed the intended utilisation of the proceeds.

The repayment of the existing indebtedness which has higher rates of interest than the zero-coupon rate of the Convertible Bonds, thereby lowering the Company's ongoing interest expense. This will help improve the Company's ongoing cashflows and maintain a balanced gearing position.

DEVELOPMENT PROJECTS

Khoemaçau Expansion Project - the Company plans to expand the mine's capacity to 130,000 tonnes of copper in copper concentrate per annum, with associated silver output exceeding 4 million ounces by constructing a new 4.5Mtpa processing plant and extending mining operations to Zone 5 North, Mango and Zeta North-East deposits. This expansion will raise the mine's total milling capacity to over 8.0 Mtpa. First concentrate production from the expansion is expected in the first half of 2028. The life-of-mine average C1 cost is expected to improve to below US\$1.60 per pound, representing a significant reduction from the actual C1 costs of US\$1.97 per pound in 2025.

Looking ahead, Khoemaçau has identified a further expansion potential of up to 200,000 tonnes of copper in copper concentrate per annum, supported by ongoing exploration activities. A pre-feasibility study for the next expansion phase is scheduled to begin in 2026.

There were no other major development projects noted during the year ended 31 December 2025.

CONTRACTS AND COMMITMENTS

A total of 1,088 contracts were reviewed through market engagements or in-contract renegotiations, addressing approximately US\$2.49 billion in annual operational or capital values. Extensive contracting activities were undertaken across all operational sites to secure essential supplies and fulfill other critical requirements. These initiatives were vital in supporting the planned execution of projects, maintaining operational continuity, and proactively managing potential disruption risks.

Las Bambas

New and revised agreements optimised production and development at Las Bambas, with Chalcobamba contracts prioritising local community involvement. These agreements covered a wide range of services, including studies and engineering via a consolidated head contractor, project construction, exploration drilling, mining services (blasting and drilling), fuel supply, equipment maintenance, catering and camp services, transportation, health and medical services, road maintenance, customs and freight forwarding, plant maintenance, grinding media, and consumables. Investments were made to increase on-site storage capacity for critical items, ensuring operational continuity and flexibility. Streamlined procedures and strategic contracting, finalised in late 2024, optimised workloads and achieved significant cost savings in 2025. Contract management improvements helped organise payment statements and delivered substantial cost mitigation and value returns to the budget. Additionally, increased China-sourced contracts were awarded through competitive bidding processes.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Kinsevere

In 2025, Kinsevere mining team completed ore hauling contracts, and signed agreements for dewatering and drainage work. The tailings team executed agreements for the raise of Tailings Storage Facility 3 and the construction of Tailings Storage Facility 4. The exploration team finalised its drilling contract, while customs clearance agreements were renewed. Contracts for camp expansion were signed and implemented, along with agreements for heap leaching-related work. Additionally, more than twenty community projects were completed, including the construction of schools, hospitals, health posts, roads, bridges, and water wells.

Khoemacau

Khoemacau advanced supply chain optimisation in 2025, focusing on safety, operational efficiency, and cost-effectiveness. Key contracts supporting the stability of its mining operations, covered a wide range of critical services and supplies, including mining services, concentrate export logistics, road infrastructure upgrades, fuel supply, drilling operations, and explosive materials procurement. The mine also prioritised local procurement strategies to support local economy and community development.

Dugald River

In 2025, Dugald River entered new contracts and extensions to enhance operational efficiency and cost management. These included a new inbound logistics service provider, gas contracts and mobile equipment purchases. A key activity was the implementation of a new outbound concentrate logistics supply arrangement (signed in 2024), enabling rail delivery to the Port of Townsville with improved safety and cost management. The assessment of long-term energy solutions, including renewable sources like wind power, remained a priority.

Rosebery

Rosebery signed new contracts and extensions in 2025 to improve operational efficiency and resource growth. These included agreements for rehabilitation and underground development, drilling consumables and services, and mobile/capital maintenance services.

Group

New and revised agreements were finalised for IT, exploration and other key areas, including risk and audit, Asset Planning and Support (APS), and sustainability. Professional services consultancy agreements were also established, covering Safety, Security, Health, and Environment (SSHE), legal, Human Resources (HR), and corporate affairs.

PEOPLE

As at 31 December 2025, the Group employed 5,516 full-time equivalent staff (2024: 5,195) across its continuing operations, excluding contractors and casual employees. The increase in employee headcount compared with 2024 was primarily driven by the additional staffing required at Khoemacau for the expansion project and higher production levels at Las Bambas. The majority of personnel are located in Australia, Peru, the DRC, Botswana, China and Laos.

Total employee benefits expenses for the Group's operations for the twelve months ended 31 December 2025, including directors' emoluments, amounted to US\$643.8 million (2024: US\$ 434.4 million). The increase was primarily driven by the MLB profit sharing expense of US\$101.6 million and a US\$73 million rise in salary and wages, mainly due to the 2025 collective bargaining agreement at Las Bambas.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

The Group has remuneration policies that align with market practice and remunerates its employees based on the accountabilities of their role, their performance, market practice, legislative requirements and the performance of the Group. Employee benefits include market-competitive fixed remuneration, performance-related incentives, and, in specific cases, insurance and medical support. A range of targeted training and development programs are provided to employees across the Group that are designed to improve individual capability and enhance employee and Group performance.

EXPLORATION ACTIVITIES

Las Bambas

A total of 62,462 metres of exploration drilling was completed within the “Ring of Fire”, targeting near-surface skarn and porphyry-hosted copper mineralisation located between the Chalcobamba pit and Sulfobamba ore deposits. Additionally, 550 metres were drilled at Ferrobamba East in January, continuing a campaign delayed from late 2024. In the last quarter, drilling at the Ferrobamba pit aimed to explore potential lateral expansion of the final pit.

Kinsevere

Kinsevere exploration program focused on resource testing and resource delineation drilling at the Kinsevere mine site and satellite projects (Nambulwa and Sokoroshe II). A total of 18,146 metres were drilled, at Kinsevere (Mashi Extension/Down-Pit), Nambulwa (Kimbwe Kafubu), and below the current Sokoroshe II pit. The 2025 Mineral Resource and Ore Reserves (MROR) process nearly doubled the Kimbwe-Kafubu copper resource since 2024. Additionally, bank-backed surety instruments were established to secure environmental rehabilitation obligations for specific mining licenses.

Khoemacau

Regional exploration drilling focused on Kgwebe, Mawana Fold, and the Banana Zone for mineral resource growth:

Kgwebe Prospect drilling tested copper soil anomalies identified during the 2023 Terra-Leach geochemical sampling campaign, evaluating sub-surface copper mineralisation, continuity, and grade potential along the 6km soil anomaly strike. Initial results confirmed copper sulphide mineralisation present.

Mawana Fold drilling built on initial 2022 intersections, testing continuity of mineralisation along a 1.5km strike and down-plunge extensions around the fold closure.

Banana Zone drilling targeted at the northeast fold and south limb targeted extensions of mineralisation down-plunge at the fold closure and down-dip along the limbs.

Dugald River

Underground growth exploration drilling focused on targets within the Extended Dugald River (EDR) Zn-Pb-Ag zone. An underground rig improved drilling efficiency, intersecting extensions down dip of the Dugald River Zn-Pb-Ag lode. Casing wedges maximised efficiency and provided in-fill geological data for the EDR. Surface exploration diamond drilling resumed in mid-April 2025, targeting Coolullah (formerly Claytons Creek), Godkin, Wallaroo and M2. Drilling focused on geophysical anomalies, interpreted structures, and alteration zones, enhancing understanding of the Dugald River mineral system.

Rosebery

A total of 95,959 metres of drilling was completed at Rosebery, with 68,157 metres targeting growth areas, including extensions of the V-, K-, U-, and T-lenses. Additional drilling focused on historically mined lenses (CDAB, P, F, B, H and J-lenses) and the Dundas Group west of the Rosebery Fault. Surface exploration focused on Hercules and South Hercules mines, with additional drilling at Bastyan, Lake Rosebery (North), and Snake Gully (South). Exploration activities at Hercules, Lake Rosebery, and Snake Gully are planned to continue throughout 2026.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Izok

Regional exploration was conducted on the Izok Corridor Project during the 2024 and 2025 summer field seasons, based at the Izok Lake camp and Ulu camp in Nunavut, Canada. The work focused on targets identified from historical geological and geophysical datasets, yielding encouraging results with confirmed outcropping mineralisation at multiple targets. Resource extension drilling at High Lake and High Lake East in 2025 intersected high-grade mineralisation, expanding the known resource volume. Efforts are ongoing to update the Mineral Resource Estimate for High Lake and establish a maiden Mineral Resource Estimate for High Lake East. Planning for the 2026 exploration program is underway to build on these positive results.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

PROJECT	HOLE TYPE (TARGET)	METERAGE (METRES)	NUMBER OF HOLES	AVERAGE LENGTH (METRES)
Americas				
	Diamond (Chalcobamba Northwest)	7,393	10	739
	Diamond (Charcas)	24,821	52	477
	Diamond (Jatun Charcas)	8,133	15	542
Las Bambas	Diamond (Jatun Charcas North)	15,278	35	437
	Diamond (Jatun Charcas West)	6,837	9	760
	Diamond (Ferrobamba East)	550	1	550
	Diamond (Ferrobamba Pit Extension)	4,296	10	430
Africa				
	Diamond (Mashi Extension)	4,163	11	378
	Diamond (Kinsevere SE Extension)	1,004	2	502
Kinsevere	Diamond (Kimbwe North)	1,002	4	251
	Diamond (Kimbwe South)	651	2	325
	Diamond (Mashi Down-Pit)	3,948	12	329
	Diamond (Kgwebe Phase 1)	2,189	10	219
	Diamond (Kgwebe Phase 2)	9,945	19	523
Khoemacau	Diamond (Mawana Fold)	1,601	5	320
	Diamond (Banana Zone)	4,025	11	366
Australia				
	Diamond (Coolullah)	1,217	2	609
	Diamond (Godkin)	2,614	3	871
Dugald River	Diamond (M2)	1,946	3	649
	Diamond (Wallaroo)	3,628	5	726
	Diamond (EDR Zn-Pb-Ag)	16,082	17	946
Rosebery	Diamond – surface exploration	44,845	172	261
	Diamond – underground exploration	23,312	132	177
Canada				
	Diamond (High Lake AB Zone)	1102	6	184
Izok	Diamond (High Lake East - Zinc Rim)	3444	10	344
	Diamond (Hood)	724	2	362
	Diamond (Dog Bone)	882	4	221
Total		195,632	564	347

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

EVENTS AFTER THE REPORTING DATE

Other than the matters disclosed in "Contingent Liabilities", there have been no matters that have occurred subsequent to the reporting date, which have significantly affected, or may significantly affect, the Group's operations, results or state of affairs in future years.

FINANCIAL AND OTHER RISK MANAGEMENT

Financial risk factors

The Group's activities expose it to a variety of financial risks, including commodity price risk, interest rate risk, foreign exchange risk, credit risk, and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group can use derivative financial instruments such as collar hedges and commodity swaps to manage certain exposures. The Group does not and is prohibited from entering into derivative contracts for speculative purposes.

Financial risk management is carried out by the Group Treasury function under proposals approved by the Board. Group Treasury identifies, evaluates and manages financial risks in close cooperation with the Group's operating units. The Board approves written principles for overall risk management, as well as policies covering specific areas, such as those identified below.

(a) Commodity price risk

The prices of copper, zinc, lead, gold, silver, molybdenum and cobalt are affected by numerous factors and events that are beyond the control of the Group. These metal prices change on a daily basis and can vary significantly up and down over time. The factors impacting metal prices include both broader macro-economic developments and micro-economic considerations relating more specifically to the particular metal concerned.

During the year ended 31 December 2025, the Group entered into various commodity trades to hedge the sales prices for copper, zinc and gold. Unsettled commodity trades as of 31 December 2025 included:

- Zero/low-cost collar hedges:
 - 68,350 tonnes of copper with put strike price ranging from US\$10,000/tonne to US\$12,000/tonne and call strike price ranging from US\$10,572/tonne to US\$13,450/tonne.
- Fixed price swap hedges:
 - 28,200 tonnes of copper with fixed price ranging from US\$9,000/tonne to US\$10,265/tonne;
 - 68,550 tonnes of zinc with fixed price ranging from US\$3,000/tonne to US\$3,070/tonne.

Above hedges settlement range from January to December 2026.

A change in commodity prices during the year can result in favourable or unfavourable financial impact for the Group.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

The following table contains details of the hedging instrument used in the Group's hedging strategy:

Term	Carrying amount of hedging instrument US\$ million	Favourable/ (Unfavourable) changes in fair value used for measuring ineffectiveness		Settled portion of hedging instrument realised (losses)/gains US\$ million	Hedging (loss)/gain recognised in cash flow hedge reserve ¹ US\$ million	Cost of hedging reserve US\$ million
		Hedging instrument US\$ million	Hedged item US\$ million			

Cash flow hedges:

At 31 December 2025

	January 2026 to December 2026						
Derivative financial liabilities		(85.6)	(80.4)	80.4	(68.6)	(61.6)	(5.9)

At 31 December 2024

	March 2024 to May 2025						
Derivative financial assets/(liabilities)		2.9	2.9	(2.9)	1.2	2.0	-

1. The hedging loss recognised in cash flow hedge reserve is the amount after tax.

The following table details the sensitivity of the Group's financial assets and liabilities balance to movements in commodity prices. Financial assets arising from revenue on provisionally priced sales are recognised at the estimated fair value of the total consideration of the receivable and subsequently remeasured at each reporting date. At the reporting date, if the commodity prices increased/(decreased) by 10% and taking into account the commodity hedges, with all other variables held constant, the Group's post-tax profit would have changed as set out below:

Commodity	2025			2024		
	Commodity price movement	(Decrease)/ increase in profit after tax US\$ million	Decrease in OCI after tax US\$ million	Commodity price movement	Increase in profit after tax US\$ million	Decrease in OCI after tax US\$ million
Copper	+10%	(21.1)	(12.8)	+10%	9.3	(5.5)
Zinc	+10%	6.2	(14.2)	+10%	-	-
Total		(14.9)	(27.0)		9.3	(5.5)

Commodity	Commodity price movement	Increase/ (decrease) in profit after tax US\$ million	Increase in OCI after tax US\$ million	Commodity price movement	(Decrease) /increase	Increase in OCI after tax US\$ million
					in profit after tax US\$ million	
Copper	-10%	18.5	12.3	-10%	(8.8)	5.5
Zinc	-10%	(6.2)	14.2	-10%	0.1	-
Total		12.3	26.5		(8.7)	5.5

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

(b) Interest rate risk

The Group is exposed to interest rate risk primarily through interest bearing borrowings and investment of surplus cash holdings. Deposits and borrowings at variable rates expose the Group to cash flow interest rate risk. Deposits and borrowings at fixed rates expose the Group to fair value interest rate risk.

The Group regularly monitors its interest rate risk to ensure there are no undue exposures to significant interest rate movements. Any decision to hedge interest rate risk is assessed periodically in light of the overall Group's exposure, the prevailing interest rate market and any funding counterparty requirements. Regular reporting of the Group's debt and interest rates is provided to the MMG Executive Committee.

The Group is exposed to the risk-free rate of SOFR. The exposures arise on derivative and non-derivative financial assets and liabilities. The current exposures mainly arise on non-derivative financial assets and liabilities.

At 31 December 2025 and 2024, if the interest rate had increased/(decreased) by 100 basis points, with all other variables held constant, post-tax profit would have changed as follows:

US\$ MILLION	2025		2024	
	+100 basis points	-100 basis points	+100 basis points	-100 basis points
	Increase/ (decrease) in profit after tax	(Decrease)/ increase in profit after tax	Increase/ (decrease) in profit after tax	(Decrease)/ increase in profit after tax
Financial assets				
Cash and cash equivalents	1.4	(1.4)	0.8	(0.8)
Financial liabilities				
Borrowings				
- variable interest rate	(18.1)	18.1	(21.5)	21.5
Total	(16.7)	16.7	(20.7)	20.7

(c) Foreign exchange risk

The Group operates internationally and is exposed to foreign currency exchange risk. The Group's reporting currency and functional currency of the majority of subsidiaries within the Group is US\$. The majority of revenue received by the Group is in US\$. The Group's foreign currency exchange risk arises predominantly from the currency of the countries in which the Group's operations are located. Any decision to hedge foreign currency risk is assessed periodically in light of the Group's exposure, the prevailing foreign currency market and any funding counterparty requirements.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

The following table shows the foreign currency risk arising from the monetary assets and liabilities, which are shown by foreign currency of the Group.

US\$ MILLION	US\$	PEN	A\$	BWP\$	OTHERS	Total
At 31 December 2025						
Financial assets						
Cash and cash equivalents	301.7	17.6	0.3	2.7	6.3	328.6
Restricted bank deposits	1.2	-	-	-	-	1.2
Trade receivables	658.4	-	-	-	-	658.4
Other receivables	6.2	2.9	1.0	0.2	-	10.3
Other financial assets	0.7	-	-	-	-	0.7
Financial liabilities						
Trade and other payables	(454.6)	(69.8)	(35.7)	(2.9)	(3.4)	(566.4)
Derivative financial liabilities	(159.1)	-	-	-	-	(159.1)
Borrowings	(3,275.1)	-	-	-	-	(3,275.1)
Convertible bonds	(401.1)	-	-	-	-	(401.1)
Lease liabilities	(101.9)	(8.2)	(32.3)	-	-	(142.4)
	(3,423.6)	(57.5)	(66.7)	-	2.9	(3,544.9)

US\$ MILLION	US\$	PEN	A\$	BWP\$	OTHERS	Total
At 31 December 2024						
Financial assets						
Cash and cash equivalents	173.2	6.4	3.1	5.6	4.4	192.7
Trade receivables	443.7	-	-	-	-	443.7
Other receivables	30.0	-	0.4	3.4	0.1	33.9
Derivative financial assets	11.0	-	-	-	-	11.0
Other financial assets	1.0	-	-	-	-	1.0
Financial liabilities						
Trade and other payables	(363.7)	(59.5)	(30.0)	(4.0)	(2.2)	(459.4)
Derivative financial liabilities	(0.7)	-	-	-	-	(0.7)
Borrowings	(4,628.8)	-	-	-	-	(4,628.8)
Lease liabilities	(109.0)	(9.3)	(29.9)	-	-	(148.2)
	(4,443.3)	(62.4)	(56.4)	5.0	2.3	(4,554.8)

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Based on the Group's net monetary assets and liabilities at 31 December 2025 and 2024, a movement of the US\$ dollar against the principal non-functional currencies as illustrated in the table below, with all other variables held constant, would cause changes in post-tax profit as follows:

US\$ MILLION	2025		2024	
	Weakening of US\$ dollar	Strengthening of US\$ dollar	Weakening of US\$ dollar	Strengthening of US\$ dollar
	Decrease in profit after tax	Increase in profit after tax	Decrease in profit after tax	Increase in profit after tax
10% movement in Australian dollar (2024: 10%)	(4.7)	4.7	(3.9)	3.9
10% movement in Peruvian sol (2024: 10%)	(3.9)	3.9	(4.2)	4.2
10% movement in Botswana pula (2024: 10%)	-	-	0.3	(0.3)
Total	(8.6)	8.6	(7.8)	7.8

(d) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group is exposed to counterparty credit risk through sales of metal products on normal terms of trade, through deposits of cash and settlement risk on foreign exchange transactions. While the most significant exposure to credit risk is through sales of metal products on normal terms of trade, the majority of sales for mining operations were made under contractual arrangements whereby provisional payment is received within 30 days after delivery and the balance within 30 days of submission of all required documentation and fulfilment of obligations under the respective incoterm for the sales. The carrying amount of the Group's trade receivables at FVTPL best represents their respective maximum exposure to credit risk. The Group holds no collateral over any of these balances.

Investments in cash, short-term bank deposits and similar assets are with approved counterparty banks. Counterparties are assessed prior to, during and after the conclusion of transactions to ensure exposure to credit risk is limited to acceptable levels. There has been no change in the estimation techniques or significant assumptions made during the year ended 31 December 2025 in assessing the ECL for these financial assets. The limits are set to minimise the concentration of risks and therefore mitigate the potential for financial loss through counterparty failure. Impairment is provided for where the credit risk is perceived to exceed the acceptable levels and there are concerns on recoverability of the relevant assets. The management of the Group considers cash and cash equivalents that are deposited with financial institutions with high credit rating to be low credit risk financial assets.

Other receivables include balances related to various matters including other taxes, indemnities. These balances are assessed at the reporting date considering contractual and non-contractual legal rights to receive such amounts as well as the expectation of recoverability based on expert third party advice and management assessment based on all available information. There are no significant increases in credit risk for these balances since their initial recognition and the Group provided impairment based on a 12-month ECL. For the years ended 31 December 2025 and 2024, the Group assessed the ECL for these balances and considered no significant impact to the consolidated financial statements.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

The Group's most significant customers are CMN, CITIC Metal Peru Investment Limited (CITIC Metal), and Trafigura Pte Ltd (Trafigura). Revenue earned from these customers as a percentage of total revenue was:

	2025	2024
CMN	47.6%	42.6%
CITIC Metal	19.0%	16.6%
Trafigura	14.9%	16.2%

The Group's largest debtor at 31 December 2025 was CMN with a balance of US\$ 343.0 million (2024: US\$228.9 million) and the five largest debtors accounted for 96.7% (2024: 81.5%) of the Group's trade receivables. Credit risk arising from sales to large concentrate customers is managed by contracts that stipulate a provisional payment of at least 90% of the estimated value of each sale. For most sales a second provisional payment is received within 60 days of the vessel arriving at the port of discharge. Final payment is recorded after completion of the quotation period and assaying.

The credit risk by geographic region was:

	AT 31 DECEMBER	
US\$ MILLION	2025	2024
Asia	466.4	361.7
Europe	185.5	74.5
Others	6.5	7.5
	658.4	443.7

(e) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations associated with financial liabilities.

Management utilises short and long-term cash flow forecasts and other consolidated financial information to ensure that appropriate liquidity buffers are maintained to support the Group's activities.

The table below analyses the Group's financial assets and liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in each maturity grouping are the contractual undiscounted cash flows for financial instruments.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

US\$ MILLION	Within 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total	Total carrying value
At 31 December 2025						
Financial assets						
Cash and cash equivalents	328.6	-	-	-	328.6	328.6
Restricted bank deposits	-	-	-	1.2	1.2	1.2
Trade receivables	658.4	-	-	-	658.4	658.4
Other receivables	10.3	-	-	-	10.3	10.3
Other financial assets	-	0.7	-	-	0.7	0.7
Financial liabilities						
Trade and other payables	(566.4)	-	-	-	(566.4)	(566.4)
Derivative financial liabilities	(159.1)	-	-	-	(159.1)	(159.1)
Borrowings (including interest)	(907.4)	(1,540.9)	(1,097.5)	(25.8)	(3,571.6)	(3,275.1)
Convertible bonds (including unwinding)	-	-	(500.0)	-	(500.0)	(401.1)
Lease liabilities (including unwinding)	(40.1)	(37.3)	(67.1)	(39.1)	(183.6)	(142.4)
	(675.7)	(1,577.5)	(1,664.6)	(63.7)	(3,981.5)	(3,544.9)
At 31 December 2024						
Financial assets						
Cash and cash equivalents	192.7	-	-	-	192.7	192.7
Trade receivables	443.7	-	-	-	443.7	443.7
Other receivables	33.9	-	-	-	33.9	33.9
Derivative financial assets	11.0	-	-	-	11.0	11.0
Other financial assets	-	1.0	-	-	1.0	1.0
Financial liabilities						
Trade and other payables	(459.4)	-	-	-	(459.4)	(459.4)
Derivative financial liabilities	(0.7)	-	-	-	(0.7)	(0.7)
Borrowings (including interest)	(1,132.9)	(1,312.8)	(2,630.7)	(271.6)	(5,348.0)	(4,628.8)
Lease liabilities (including unwinding)	(36.1)	(34.0)	(74.5)	(55.9)	(200.5)	(148.2)
	(947.8)	(1,345.8)	(2,705.2)	(327.5)	(5,326.3)	(4,554.8)

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

AVAILABLE DEBT FACILITIES

As at 31 December 2025, the Group had available in its undrawn debt facilities an amount of US\$4,047.8 million (31 December 2024: US\$2,950.0 million). These include:

1. A US\$1,000.0 million RCF from Minmetals HK was undrawn and available. It will expire in December 2026;
2. A US\$861.3 million facility from Minmetals HK (formerly from Top Create) which was amended in June 2025 to be revolving facility. US\$524.0 million was undrawn and available as of 31 December 2025. It will expire in July 2028;
3. A US\$90.0 million that was undrawn and available under the US\$300 million Term Loan from Top Create. It will expire in December 2030;
4. A US\$300.0 million RCF from Industrial and Commercial Bank of China (“ICBC”) was undrawn and available. It will expire in December 2026;
5. A US\$200.0 million RCF from China Construction Bank (“CCB”) Asia was undrawn and available. It will expire in January 2027;
6. A US\$100.0 million RCF from CCB Asia was undrawn and available. It will expire in May 2027;
7. A US\$100.0 million RCF from Bank of China (“BOC”) was undrawn and available. It will expire in April 2027;
8. A US\$100.0 million RCF from Development Bank of Singapore was undrawn and available. It is a perpetual facility;
9. A new US\$20.0 million Bank Overdraft Facility from Raw Bank was undrawn and available. This facility will expire in October 2026;
10. A new CNY600.0 million (US\$85.8 million) RCF from China Minsheng Bank was undrawn and available. It will expire in November 2028;
11. A new US\$150.0 million RCF from the bank of Natixis was undrawn and available. It is a perpetual facility;
12. A US\$100.0 million RCF from ICBC made up from two tranches of US\$50.0 million each was undrawn and available. This facility will expire in May and June 2026;
13. A US\$95.0 million term loan from Bank of Communication (“BOCOM”) was undrawn and available. The loan will expire in August 2026;
14. US\$773.0 million that was undrawn and available under a US\$1,000.0 million syndicated RCF borrowed from BOC, ICBC, CCB and BOCOM which will expire in September 2029;
15. A US\$60.0 million RCF from Standard Chartered Bank was undrawn and available. This facility will expire in July 2026; and
16. A US\$350.0 million RCF from Album Enterprises Limited was undrawn and available. This facility will expire in August 2027.

Some of the Group’s available external debt facilities are subject to covenant compliance requirements. The Group was not in breach of covenant requirements in respect of the Group’s borrowings at 31 December 2025. Certain financial covenants are measured with reference to the financial performance of the Group or its subsidiaries and may be influenced by future operational performance.

Country and community risks

The Group conducts all of its operations outside of Hong Kong and, as such, it is exposed to various levels of political, economic and other risks and uncertainties. These risks and uncertainties vary from country to country. Material risks include, but are not limited to, regime or policy change, fluctuation in currency exchange rates, changes to licensing regimes and amendments to concessions, licences, permits and contracts, changing political conditions and governmental regulations and community disruptions. Changes in any aspects above and in the country where the Group operates may adversely affect the Group’s operations and profitability. The decline in growth and macroeconomic activity in many developing nations has resulted in governments seeking alternative means of increasing their income, including increases to corporate tax, VAT and royalty rates, coupled with increased audit and compliance activity.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

CONTINGENT LIABILITIES

Bank guarantees

Certain bank guarantees have been provided in connection with the operations of certain subsidiaries of the Company primarily associated with the terms of mining leases, mining concessions, exploration licences or key contracting arrangements. At the end of the reporting period, no material claims have been made under these guarantees. The amount of these guarantees may vary from time to time depending upon the requirements of the relevant regulatory authorities. At 31 December 2025, these guarantees amounted to US\$328.2 million (2024: US\$330.7 million).

Contingent liabilities – tax related contingencies

The Group has operations in multiple countries, each with its own taxation regime. The nature of the Group's activities requires it to comply with various taxation obligations including corporation tax, royalties, withholding taxes, transfer pricing arrangements with related parties, resource and production-based taxes, environmental taxes and employment related taxes. Application of tax laws and interpretation of tax laws may require judgement to assess risk and estimate outcomes, particularly in relation to the application of income taxes and withholding tax to the Group's cross-border operations and transactions. The evaluation of tax risks considers both assessments received and potential sources of challenge from tax authorities. Additionally, the Group is currently subject to a range of audits and reviews by taxation authorities in Australia, Peru, Botswana, Laos and DRC. Except for the financial impacts disclosed for the Peruvian tax matters in subsequent paragraphs, no disclosure of an estimate of financial effect of the subject matter has been made in the consolidated financial statements as, in the opinion of the management of the Group, such disclosure may seriously prejudice the position of the Group in dealing with those matters.

Tax matters with uncertain outcomes arise in the normal course of business and occur due to changes in tax law, changes in interpretation of tax law, periodic challenges and disagreements with tax authorities, and legal proceedings. The status of proceedings for such uncertain tax matters will impact the ability to determine the potential exposure, and in some cases, it may not be possible to determine a range of possible outcomes, including timing of resolution or determining a reliable estimate of the potential exposure.

Peru – Withholding Taxes (2014, 2015, 2016 and 2017)

Included within such uncertain tax matters are audits of the 2014, 2015, 2016 and 2017 tax periods for MLB in relation to withholding taxes on interest and fees paid under certain loans, which were provided to MLB pursuant to facility agreements entered into among MLB and a consortium of Chinese banks in connection with the acquisition of the Las Bambas mine in 2014. MLB received assessment notices from the SUNAT, which advised that, in its opinion, MLB and the Chinese banks are related parties and thus a 30% withholding tax rate ought to be imposed rather than the 4.99% applied.

In 2024, MLB received favourable decisions of the Tax Court in Peru determining that MLB is not liable to penalty withholding tax at a 30% rate. The Court concluded that the interpretation of SUNAT was against the law and dismissed it and revoked the appealed Assessments in relation to the 2014 to 2017 tax periods in the amount of US\$557.0 million. The assessments for omitted taxes, along with the corresponding penalties and interest, have been revoked, and the outstanding debt is currently recorded as zero in SUNAT's system. However, SUNAT filed judicial lawsuits challenging the Tax Court's decisions which has been responded by MLB.

In February 2026, the Peru Judiciary (Second Level) issued its decision in relation to the appeal filed on the withholding tax case for the financial year ended 31 December 2017. The Judiciary Court directed the matter to be considered by the Peru Tax Court in a new trial. MLB is currently considering its legal appeal options.

The Group has the continued point of view that the Company and its controlled entities do not qualify as related parties to Chinese banks under Peruvian tax law.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Peru –Income Taxes (2016, 2017, 2018 and 2019)

During Income Tax audits, SUNAT challenged the deductibility of interest expenses arising from loans granted by Chinese banks on the grounds that such lenders were considered to be related parties to MLB. In addition, SUNAT denied the deductibility of interest expenses derived from the shareholder loan granted by MMG Swiss Finance, arguing that such financing did not comply with the causality principle.

In 2024, the Tax Court's rulings on Income Tax for the financial years ended 31 December 2016 and 31 December 2017 confirmed MLB's entitlement to deduct expenses related to loans from Chinese banks and MMG Swiss Finance. In reaching its decisions, the Tax Court held that the income tax regulations are intended only to counter situations of tax avoidance, which were not present in this case, and that the related-party provisions cannot be applied to State-owned enterprises, namely the Chinese lender banks, solely by reason of the Company's governmental relationship with the State. Accordingly, SUNAT's negative equity argument was also disregarded, as the parties (MLB and the Chinese lender banks) were not found to be related. With respect to the causality principle, the Tax Court further concluded that the shareholder loan granted by MMG Swiss Finance was deductible, as the ultimate purpose of the loan related to the acquisition of the Las Bambas mine. As a result of these rulings, the assessed tax liabilities of US\$178 million (2016) and US\$954 million (2017) were set aside. SUNAT subsequently filed lawsuits before the Judiciary challenging these favourable resolutions, and MLB submitted its responses to the appeals filed by SUNAT. A final decision by the Judiciary is expected in the following years.

With respect to the financial year ended 31 December 2018, in March 2025, MLB received a Tax Court Resolution that upheld MLB's position on the deductibility of finance expenses and entitled Las Bambas to:

- Tax losses claimed of US\$429 million; and
- Interest deductions on loans from Chinese lender banks of US\$378 million and a loan from a shareholder (MMG Swiss Finance AG) in the amount of US\$242 million.

This decision was subsequently appealed by SUNAT to the Peru Judiciary (1st Instance) and the Court found in favour of MLB in November 2025. The case was appealed again by SUNAT to the Peru Judiciary (2nd Instance) and in January 2026, the Court instructed the judge in the Peru Judiciary 1st Instance to re-consider SUNAT's arguments in a new decision. A new decision from the Peru Judiciary (1st Instance) is expected later 2026.

The reinstated tax losses for 2014 to 2018 amount to US\$2,575 million. This decision has removed a tax exposure of US\$912 million on similar grounds to the previously reported Tax Court decision in relation to the 2017 income tax assessment. The cumulative effect of the decisions of the Tax Court and Peru Judiciary to date, as announced by MMG, have removed the uncertainty of income tax, interest and penalties payments of US\$2,044 million as alleged by SUNAT. SUNAT has filed several appeals to the Judiciary which MLB has responded with the corresponding defences. MLB is waiting for the judicial final pronouncements. Appeals in the Peruvian tax administration and judicial systems can take many years to resolve.

In December 2025, MLB received assessment notices from SUNAT in connection with the income tax audit for the financial year ended 31 December 2019. SUNAT assessment and interpretation include:

- Denying the deductibility of interests' expenditure on Chinese lender banks of US\$371 million and MMG Swiss Finance of US\$273 million. SUNAT's interpretation with the deductibility of interests are largely the same with previous years despite the positive outcome in the Tax Court.
- Denying tax loss carried from the financial year ended 31 December 2018 based on its position in previous audit.

The Assessment issued by SUNAT for tax, interest and penalties for the tax periods above totalled US\$162 million. In January 2026, MLB appealed before second instance of SUNAT and may appeal to the Tax Court in due course.

MANAGEMENT DISCUSSION AND ANALYSIS

CONTINUED

Considering MLB's positive results at the Tax Court and advice from the tax and legal advisors, the Group did not recognise a liability in its consolidated financial statements for any assessed amount. However, SUNAT have appealed before Judiciary as mentioned above. If MLB's defence is unsuccessful in Judiciary, it could result in significant liabilities being recognised.

FUTURE PROSPECTS

MMG remains committed to long-term, disciplined growth, supported by ambitious production targets for metals essential to a low-carbon future. This strategy is underpinned by a focus on prudent cost and risk management, as well as exceptional operational planning. Clear targets and high-quality execution will continue to drive the Company's progress.

With a portfolio spanning South America, Africa, and Australia, MMG is well-positioned in regions experiencing significant growth. The Company focus remains on generating more value from its operations and maximising the growth potential of its assets, while also exploring opportunities to diversify within existing regions and commodities. MMG's ambition is made possible through the continued support of its major shareholder, China Minmetals Corporation.

MMG's strong governance standards remain a cornerstone of its success. The Company will continue to engage and leverage the strengths of its board, management, employees, partners, and stakeholders to ensure sustainable growth and long-term value creation.

CAPITAL EXPENDITURE PLAN IN 2026

Total capital expenditure in 2026 is expected to be between US\$1,600 million and US\$1,700 million. This includes US\$800-850 million for Las Bambas (Capitalised Mining, Ferrobamba pit infrastructure, and tailings dam facility expansion); and US\$500-550 million for Khoemacau (including US\$400 million for the expansion project). Should MMG successfully complete the acquisition of Nickel Brazil, additional capital expenditure will be required in 2026.

OTHER INFORMATION

ANNUAL GENERAL MEETING

The annual general meeting (AGM) of the Company will be held on Thursday, 28 May 2026 (2026 AGM). The notice of the 2026 AGM will be published and despatched to shareholders of the Company in due course.

CLOSURE OF REGISTER OF MEMBERS

The register of members of the Company will be closed from Monday, 25 May 2026 to Thursday, 28 May 2026, inclusive, during which period no transfer of shares will be registered.

In order to qualify for attending and voting at the 2026 AGM, all completed transfer forms accompanied by the relevant share certificates must be lodged with Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17/F, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not later than 4:30 p.m. on Friday, 22 May 2026.

The record date for determining Shareholders' eligibility to attend and vote at the 2026 AGM will be on Thursday, 28 May 2026.

CORPORATE GOVERNANCE

The Company is committed to maintaining a high standard of corporate governance practices by emphasising a quality Board, sound internal controls, and transparency and accountability to all Shareholders.

The Board has complied with all the code provisions as set out in the Corporate Governance Code (CG Code) under Appendix C1 of the Listing Rules throughout the year ended 31 December 2025.

The Company adopted a Board Charter to outline the manner in which its constitutional powers and responsibilities will be exercised, delegated and discharged, having regard to principles of good corporate governance, international best practices and applicable laws. The Board Charter is adopted on the basis that strong corporate governance can add to the performance of the Company, create Shareholder value and engender the confidence of the investment market.

DIVIDEND POLICY

On 1 April 2025, the Board resolved to adopt a Dividend Policy and the aim of the Dividend Policy is to outline the steps to return profits to shareholders while considering the Company's financial and strategic goals. The policy guides dividend distribution and aligns with MMG's financial and risk management strategies.

Key factors that will be considered when declaring a dividend, include legal and regulatory compliance, market conditions, company profitability, debt obligations, growth plans, capital stability and cost of funds. The company will not adhere to a specific payout ratio but will aim to make decisions that maximise long-term shareholder value. Dividends may be distributed in cash, stock, or both, in compliance with relevant regulations.

DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted a model code for securities trading by Directors (Securities Trading Model Code) on terms no less exacting than the required standard of the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules (Model Code).

OTHER INFORMATION CONTINUED

Specific enquiry was made with all the Directors and all confirmed that they have complied with the requirements set out in the Model Code and the Securities Trading Model Code during the year ended 31 December 2025.

AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee comprises six members including four Independent Non-executive Directors, namely Mr CHAN Ka Keung, Peter as Chair, Dr Peter William CASSIDY, Mr LEUNG Cheuk Yan and Ms CHEN Ying; two Non-executive Directors, namely Mr ZHANG Shuqiang and Mr CAO Liang.

The Audit and Risk Management Committee is principally responsible for (i) financial reporting related matters, such as reviewing financial information and overseeing financial reporting related systems and controls; and (ii) advising the Board on high-level risk related matters, risk management and internal control, including advising on risk assessment and oversight of the internal audit function.

The Audit and Risk Management Committee has reviewed the consolidated financial statements of the Group for the year ended 31 December 2025.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the year ended 31 December 2025, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities.

PUBLICATION OF ANNUAL RESULTS AND ANNUAL REPORT

This annual results announcement is also published on the website of the Company (www.mmg.com). The Company's 2025 Annual Report will be despatched to Shareholders and made available on the websites of the Hong Kong Exchange and Clearing Limited (www.hkexnews.hk) and the Company in due course.

SCOPE OF WORK OF MESSRS. DELOITTE TOUCHE TOHMATSU

The figures in respect of the Group's consolidated statement of financial position, consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity, consolidated statement of cash flows and the related notes thereto for the year ended 31 December 2025 as set out in the preliminary announcement on annual results for the year ended 31 December 2025 have been agreed by the Group's auditor, Messrs. Deloitte Touche Tohmatsu, to the amounts set out in the audited consolidated financial statements of the Group for the year as approved by the Board of Directors on 3 March 2026. The work performed by Messrs. Deloitte Touche Tohmatsu in this respect did not constitute an assurance engagement and consequently no opinion or assurance conclusion has been expressed by Messrs. Deloitte Touche Tohmatsu on the preliminary announcement on annual results for the year ended 31 December 2025.

FINANCIAL INFORMATION OF THE GROUP

The financial information relating to year ended 31 December 2025 and 2024 included in this preliminary announcement of the 2025 annual results does not constitute the Company's statutory consolidated financial statements for those periods but is derived from those financial statements.

Further information relating to these statutory consolidated financial statements as required to be disclosed in accordance with section 436 of the Companies Ordinance is as follows:

1. The Company has delivered the consolidated financial statements for the year ended 31 December 2024 to the Registrar of Companies as required by section 662(3) of, and Part 3 of Schedule 6 to the Companies Ordinance and will deliver the consolidated financial statements for the year ended 31 December 2025 to the Registrar of Companies in due course.
2. The Company's auditors have reported on these consolidated annual financial statements. The auditor's reports were unqualified; did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying their reports; and did not contain a statement under sections 406(2), 407(2) or (3) of the Companies Ordinance.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

	NOTES	YEAR ENDED 31 DECEMBER	
		2025 US\$ MILLION	2024 US\$ MILLION
Revenue	3	6,218.0	4,479.2
Other income/(expenses), net	4	23.0	(19.1)
Expenses (excluding depreciation and amortisation)	5	(2,828.9)	(2,411.4)
Earnings before interest, income tax, depreciation and amortisation – EBITDA		3,412.1	2,048.7
Depreciation and amortisation expenses	5	(1,123.0)	(1,005.7)
Impairment expenses	10	(290.0)	(53.0)
Earnings before interest and income tax – EBIT		1,999.1	990.0
Finance income	6	17.4	22.2
Finance costs	6	(289.5)	(390.8)
Profit before income tax		1,727.0	621.4
Income tax expense	7	(771.8)	(255.4)
Profit for the year		955.2	366.0
Profit for the year attributable to:			
Equity holders of the Company		509.4	161.9
Non-controlling interests		445.8	204.1
		955.2	366.0
Earnings per share attributable to equity holders of the Company			
Basic earnings per share	8	US 4.20 cents	US 1.53 cents
Diluted earnings per share ¹	8	US 4.19 cents	US 1.52 cents

1. The dilution factors include exercising of long-term incentive equity plans, conversion of outstanding convertible bonds, and Rights Issue. Refer to Note 8 for more details.

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	YEAR ENDED 31 DECEMBER	
	2025 US\$ MILLION	2024 US\$ MILLION
Profit for the year	955.2	366.0
Other comprehensive (loss)/income		
<i>Items that may be reclassified subsequently to profit or loss</i>		
Movement on hedging instruments designated as cash flow hedges	(88.5)	(56.1)
Income tax benefit relating to cash flow hedges	21.0	18.0
<i>Item that may not be reclassified subsequently to profit or loss</i>		
Remeasurement on the net defined benefit liability	3.5	0.2
Other comprehensive loss for the year, net of income tax	(64.0)	(37.9)
Total comprehensive income for the year	891.2	328.1
Attributable to:		
Equity holders of the Company	462.0	140.1
Non-controlling interests	429.2	188.0
	891.2	328.1

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

		AT 31 DECEMBER	
	NOTES	2025 US\$ MILLION	2024 US\$ MILLION
ASSETS			
Non-current assets			
Property, plant and equipment		11,364.1	11,722.6
Right-of-use assets		109.7	119.9
Intangible assets		1,043.5	1,044.2
Inventories		168.0	179.1
Deferred income tax assets		399.2	279.6
Other receivables	12	135.0	137.4
Restricted bank deposits	14	1.2	-
Other financial assets		0.7	1.0
Total non-current assets		13,221.4	13,483.8
Current assets			
Inventories		833.4	529.4
Trade and other receivables	12	899.1	751.6
Current income tax assets		18.0	17.4
Derivative financial assets	13	-	11.0
Cash and cash equivalents	14	328.6	192.7
Total current assets		2,079.1	1,502.1
Total assets		15,300.5	14,985.9
EQUITY			
Capital and reserves attributable to equity holders of the Company			
Share capital	15	4,384.2	4,379.8
Reserves and retained profits		(424.3)	(960.8)
		3,959.9	3,419.0
Non-controlling interests	11	2,940.0	2,859.5
Total equity		6,899.9	6,278.5

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

CONTINUED

	NOTES	AT 31 DECEMBER	
		2025 US\$ MILLION	2024 US\$ MILLION
LIABILITIES			
Non-current liabilities			
Borrowings	16	2,509.2	3,740.1
Convertible bonds	17	401.1	-
Lease liabilities		113.1	124.2
Provisions		656.5	665.0
Trade and other payables	18	332.6	309.6
Deferred income tax liabilities		1,640.0	1,576.3
Deferred revenue	19	324.9	323.0
Total non-current liabilities		5,977.4	6,738.2
Current liabilities			
Derivative financial liabilities	13	159.1	0.7
Borrowings	16	765.9	888.7
Lease liabilities		29.3	24.0
Provisions		210.3	126.7
Trade and other payables	18	845.9	679.3
Current income tax liabilities		392.3	225.7
Deferred revenue	19	20.4	24.1
Total current liabilities		2,423.2	1,969.2
Total liabilities		8,400.6	8,707.4
Net current liabilities		(344.1)	(467.1)
Total equity and liabilities		15,300.5	14,985.9

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY

US\$ MILLION	SHARE CAPITAL	TOTAL RESERVES	RETAINED PROFITS	TOTAL	NON-CONTROLLING INTERESTS	TOTAL EQUITY
	(Note 15)				(Note 11)	
At 1 January 2025	4,379.8	(1,871.9)	911.1	3,419.0	2,859.5	6,278.5
Profit for the year	-	-	509.4	509.4	445.8	955.2
Other comprehensive loss	-	(47.4)	-	(47.4)	(16.6)	(64.0)
Total comprehensive (loss)/income for the year	-	(47.4)	509.4	462.0	429.2	891.2
Provision of surplus reserve	-	28.2	(28.2)	-	-	-
Internal transfer	-	28.2	(28.2)	-	-	-
Issue of convertible bonds (equity component, net of transaction cost)	-	97.3	-	97.3	-	97.3
Tax effect on recognition of equity component of convertible bonds (Note 7)	-	(17.1)	-	(17.1)	-	(17.1)
Non-controlling interest arising on share subscription (Note 11)	-	-	-	-	346.6	346.6
Dividends paid to non-controlling interests (Note 11)	-	-	-	-	(695.3)	(695.3)
Employee long-term incentives	-	(1.3)	-	(1.3)	-	(1.3)
Employee performance awards vested and exercised	4.4	(4.4)	-	-	-	-
Total transactions with owners	4.4	74.5	-	78.9	(348.7)	(269.8)
At 31 December 2025	4,384.2	(1,816.6)	1,392.3	3,959.9	2,940.0	6,899.9

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY CONTINUED

US\$ MILLION	ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY				NON-CONTROLLING INTERESTS (Note 11)	TOTAL EQUITY
	SHARE CAPITAL (Note 15)	TOTAL RESERVES	RETAINED PROFITS	TOTAL		
At 1 January 2024	3,224.6	(1,855.1)	753.9	2,123.4	2,188.6	4,312.0
Profit for the year	-	-	161.9	161.9	204.1	366.0
Other comprehensive loss	-	(21.8)	-	(21.8)	(16.1)	(37.9)
Total comprehensive (loss)/income for the year	-	(21.8)	161.9	140.1	188.0	328.1
Provision of surplus reserve	-	4.7	(4.7)	-	-	-
Internal transfer	-	4.7	(4.7)	-	-	-
Issue of shares, net of transaction costs	1,152.4	-	-	1,152.4	-	1,152.4
Non-controlling interest arising on share subscription (Note 11)	-	-	-	-	482.9	482.9
Employee long-term incentives	-	3.1	-	3.1	-	3.1
Employee performance awards vested and exercised	2.8	(2.8)	-	-	-	-
Total transactions with owners	1,155.2	0.3	-	1,155.5	482.9	1,638.4
At 31 December 2024	4,379.8	(1,871.9)	911.1	3,419.0	2,859.5	6,278.5

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

	NOTE	YEAR ENDED 31 DECEMBER	
		2025 US\$ MILLION	2024 US\$ MILLION
Cash flows from operating activities			
Receipts from customers		6,597.6	4,707.8
Payments to suppliers and employees		(3,210.8)	(2,921.0)
Payments for exploration expenditure		(107.6)	(62.6)
Income tax paid		(549.3)	(111.7)
Net settlement of commodity hedges		(40.4)	(0.6)
Net cash generated from operating activities		2,689.5	1,611.9
Cash flows from investing activities			
Purchase of property, plant and equipment		(1,079.6)	(905.2)
Purchase of intangible assets		(2.0)	(22.3)
Acquisition of subsidiaries, net of cash acquired		-	(2,042.8)
Proceeds from disposal of property, plant and equipment		0.2	0.1
Net cash used in investing activities		(1,081.4)	(2,970.2)
Cash flows from financing activities			
Proceeds from non-controlling interest subscription		337.5	482.9
Proceeds from issue of shares		-	1,162.9
Transaction costs from issue of shares		-	(10.5)
Proceeds from issue of convertible bonds		500.0	-
Transaction costs from issue of convertible bonds		(6.0)	-
Proceeds from external borrowings		1,860.0	3,677.1
Repayments of external borrowings		(2,113.3)	(3,625.1)
Proceeds from related party borrowings		983.0	1,641.1
Repayments of related party borrowings		(2,077.0)	(1,806.1)
Dividends paid to non-controlling interests		(695.3)	-
Repayment of lease liabilities		(34.7)	(38.7)
Interest and financing costs paid or refund, net - 3 rd parties		(124.3)	(235.7)
Interest and financing costs paid - related parties		(115.2)	(151.5)
Withholding taxes paid in respect of financing arrangements		(4.2)	(15.3)
Interest received		17.3	22.9
Net cash (used in)/generated from financing activities		(1,472.2)	1,104.0
Net increase/(decrease) in cash and cash equivalents			
		135.9	(254.3)
Cash and cash equivalents at 1 January		192.7	447.0
Cash and cash equivalents at 31 December	14	328.6	192.7

The accompanying notes are an integral part of these consolidated financial statements.

NOTES TO FINANCIAL INFORMATION

1. GENERAL INFORMATION

MMG Limited (the “Company”) is a limited liability company and was incorporated in Hong Kong on 29 July 1988. The address of its registered office is Unit 1208, 12/F, China Minmetals Tower, 79 Chatham Road South, Tsimshatsui, Kowloon, Hong Kong. The principal place of business of the Company is disclosed in the Corporate Information section to the Group’s 2025 Annual Report.

The Company is an investment holding company listed on the main board of The Stock Exchange of Hong Kong Limited (“HKEx”).

The Company and its subsidiaries (the “Group”) are engaged in the exploration, development and mining of copper, zinc, gold, silver, molybdenum, lead and cobalt deposits around the world.

The consolidated financial statements for the year ended 31 December 2025 are presented in United States dollars (“US\$”) unless otherwise stated and were approved for issue by the Board of Directors of the Company (the “Board”) on 3 March 2026.

2. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with Hong Kong Financial Reporting Standards (“HKFRS Accounting Standards”)– a collective term that includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“HKASs”) and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”). In addition, the consolidated financial statements have been properly prepared in compliance with the Hong Kong Companies Ordinance. These consolidated financial statements have been prepared under the historical cost convention, except for financial assets and financial liabilities at fair value through profit or loss (“FVTPL”) which are measured at fair value.

Certain comparative figures have been reclassified in the consolidated financial statements to conform with the current year’s presentation. These reclassifications are considered insignificant to the Group and have not resulted in any impact to the profitability or net assets of prior year.

The preparation of consolidated financial statements in accordance with HKFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group’s accounting policies.

Going Concern

The consolidated financial statements have been prepared on the going concern basis which assumes the continuity of normal business activity and the realisation of assets and the settlement of liabilities in the normal course of business. Management of the Group continues to closely monitor the liquidity position of the Group, which includes the sensitivity analysis of forecast cash balances for key financial risks over the short and medium term to ensure adequate liquidity is maintained.

As at 31 December 2025, the Group had net current liabilities of US\$344.1 million (31 December 2024: US\$467.1 million) and cash and cash equivalents of US\$328.6 million (31 December 2024: US\$192.7 million). For the year ended 31 December 2025, the Group generated a net profit of US\$955.2 million (2024: US\$366.0 million) and operational net cash inflows of US\$2,689.5 million (2024: US\$1,611.9 million).

The Group has various debt facilities to assist with liquidity requirements. As at 31 December 2025, these include undrawn facilities of US\$4,047.8 million (2024: US\$2,950.0 million) for the Group.

NOTES TO FINANCIAL INFORMATION CONTINUED

Based on the above, and a review of the forecast financial position and results of the Group for the twelve months from approval of these consolidated financial statements, the directors of the Company (the "Directors") are of the view that the Group will be able to meet its debts as and when they fall due and accordingly the consolidated financial statements have been prepared on a going concern basis.

2.2 Application of new and amendments to HKFRS Accounting Standards and agenda decisions of the IFRS interpretations committee (the "Committee")

2.2.1 Amendments to an HKFRS Accounting Standard and agenda decisions of the Committee effective and adopted in 2025 with no significant impact to the Group

Amendments to HKAS 21	<i>Lack of Exchangeability</i>
-----------------------	--------------------------------

The application of the above amendments to HKFRS Accounting Standard in the current year has had no material impact on the Group's financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

In addition, the Group applied the following agenda decision of the Committee which is relevant to the Group:

Recognition of Intangible Assets from Climate-related Expenditure (IAS 38)
--

As described in the April 2024 *Agenda Decision Climate-related Commitments* (IAS 37), if an entity has a constructive or legal obligation, the entity considers the criteria in paragraph 14 of IAS 37 in determining whether it recognises a provision for the costs of fulfilling that obligation. The Committee also received a request about whether an entity's acquisitions of carbon credits and expenditure on research activities and development activities meet the requirements in IAS 38 to be recognised as intangible assets. The Committee concluded that there is no material diversity in the accounting for expenditure on research activities and development activities.

For the year ended 31 December 2025, the Group is continuously assessing the financial impact of Climate-related Commitments and Expenditures. There are no relevant provision nor intangible assets recognised as at 31 December 2025 and 2024. More information on MMG's Climate-related disclosures, aligned with HKFRS S2 *Climate-related Disclosures*, can be found in the Environmental, Social, and Governance ("ESG") report.

2.2.2 New and amendments to HKFRS Accounting Standards that have been issued but not yet effective or early adopted by the Group

The Group has not early adopted the following new and amendments to HKFRS Accounting Standards that have been issued but are not effective or early adopted for financial year 2025.

Amendments to HKFRS 9 and HKFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments²</i>
Amendments to HKFRS 9 and HKFRS 7	<i>Contracts Referencing Nature-dependent Electricity²</i>
Amendments to HKFRS 10 and HKAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture¹</i>
Amendments to HKFRS Accounting Standards	<i>Annual Improvements to HKFRS Accounting Standards — Volume 11²</i>
Amendments to HKAS 21	<i>Translation to a Hyperinflationary Presentation Currency³</i>
HKFRS 18	<i>Presentation and Disclosure in Financial Statements³</i>

1. Effective for annual periods beginning on or after a date to be determined.

2. Effective for annual periods beginning on or after 1 January 2026.

3. Effective for annual periods beginning on or after 1 January 2027.

NOTES TO FINANCIAL INFORMATION CONTINUED

Except for the new HKFRS Accounting Standard mentioned below, the Directors of the Company anticipate that the application of all other amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

HKFRS 18 Presentation and Disclosure in Financial Statements

HKFRS 18 *"Presentation and Disclosure in Financial Statements"*, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 *"Presentation of Financial Statements"*. This new HKFRS Accounting Standard, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the consolidated statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 *"Accounting Policies, Changes in Accounting Estimates and Errors"* (the title of which will be changed to *"Basis of Preparation of Financial Statements"* upon effective of HKFRS 18) and HKFRS 7 *"Financial Instruments: Disclosures"*. Minor amendments to HKAS 7 *"Statement of Cash Flows"* and HKAS 33 *"Earnings per Share"* are also made.

HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. HKFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss. The Group is in the process of assessing the detailed impact of HKFRS 18 on the Group's consolidated financial statements.

3. SEGMENT INFORMATION

HKFRS 8 *"Operating Segments"* requires operating segments to be identified on the basis of internal reports about operations of the Group that are regularly reviewed by CODM in order to allocate resources to the segment and assess its performance.

The Company's Executive Committee has been identified as the CODM. The Executive Committee reviews the Group's internal reporting of these operations in order to assess performance and allocate resources.

The Group's reportable segments are as follows:

Las Bambas	The Las Bambas mine is a large open-pit, scalable, long-life copper and molybdenum mining operation with prospective exploration options. It is located in the Cotabambas, Apurimac region of Peru.
Kinsevere	Kinsevere is an open-pit copper mining operation located in the Haut-Katanga Province of the DRC.
Khoemaçau	The Khoemaçau mine is a large, long life underground copper and silver mining operation located in north-west of Botswana, in the emerging Kalahari Copperbelt.
Dugald River	The Dugald River mine is an underground zinc mining operation located near Cloncurry in north-west Queensland.
Rosebery	Rosebery is an underground polymetallic base metal mining operation located on Tasmania's west coast.
Other	Includes corporate entities in the Group.

NOTES TO FINANCIAL INFORMATION CONTINUED

A segment result represents the EBIT by each segment. This is the measure reported to the CODM for the purposes of resource allocation and assessment of segment performance. Other information provided, except as disclosed in the following paragraph, to the CODM is measured in a manner consistent with that in these consolidated financial statements.

Segment assets exclude current income tax assets, deferred income tax assets and net inter-segment receivables. Segment liabilities exclude current income tax liabilities, deferred income tax liabilities and net inter-segment payables and loans. The excluded assets and liabilities are presented as part of the reconciliation to total consolidated assets or liabilities.

The segment revenue and results for the year ended 31 December 2025 are as follows:

	FOR THE YEAR ENDED 31 DECEMBER 2025						
US\$ MILLION	Las Bambas	Kinsevere	Khoemacau	Dugald River	Rosebery	Other unallocated items/ eliminations	Group
Revenue by metal:							
-Copper ¹	3,871.6	491.4 ⁴	365.1	-	10.7	15.6	4,754.4
-Zinc ²	-	-	-	404.7	107.0	-	511.7
-Lead	-	-	-	37.0	31.1	-	68.1
-Gold ³	261.9	-	-	-	103.7	-	365.6
-Silver	212.0	-	34.1 ⁷	60.3	102.4	-	408.8
-Molybdenum	101.5	-	-	-	-	-	101.5
-Cobalt	-	7.9	-	-	-	-	7.9
Revenue from contracts with customers	4,447.0	499.3	399.2	502.0	354.9	15.6	6,218.0
EBITDA	2,831.2	100.7	167.0	176.1	168.1	(31.0)	3,412.1
Depreciation and amortisation expenses (Note 5)	(861.6)	(29.1)	(65.6)	(98.6)	(56.6)	(11.5)	(1,123.0)
EBIT (underlying)	1,969.6	71.6	101.4	77.5	111.5	(42.5)	2,289.1
Finance income (Note 6)							17.4
Finance costs (Note 6)							(289.5)
Income tax expense (underlying)							(858.8)
Profit for the year (underlying)							1,158.2
Impairment of Kinsevere assets (Note 10)	-	(290.0)	-	-	-	-	(290.0)
Tax impact associated with impairment	-	87.0	-	-	-	-	87.0
Profit for the year							955.2
Other segment information:							
Additions to non-current assets (excluding deferred income tax assets, inventories and financial instruments)	532.4	97.7	258.9	111.1	45.3	0.2	1,045.6

NOTES TO FINANCIAL INFORMATION CONTINUED

The segment assets and liabilities at 31 December 2025 are as follows:

	AT 31 DECEMBER 2025						Group
	Las Bambas	Kinsevere	Khoemacau	Dugald River	Rosebery	Other unallocated items/ eliminations	
US\$ MILLION							
Segment assets	9,105.4	996.8	3,337.4	746.5	258.5	438.7⁵	14,883.3
Current/deferred income tax assets							417.2
Consolidated assets							15,300.5
Segment liabilities	2,739.8	395.1	976.4	126.2	162.6	1,968.2⁶	6,368.3
Current/deferred income tax liabilities							2,032.3
Consolidated liabilities							8,400.6
Segment non-current assets	7,994.9	779.0	3,204.7	657.5	178.4	406.9	13,221.4

NOTES TO FINANCIAL INFORMATION CONTINUED

The segment revenue and results for the year ended 31 December 2024 are as follows:

FOR THE YEAR ENDED 31 DECEMBER 2024

US\$ MILLION	Las Bambas	Kinsevere	Khoemacau	Dugald River	Rosebery	Other unallocated items/ eliminations	Group
Revenue by metal:							
-Copper ¹	2,614.5	403.1 ⁴	266.3	-	10.1	14.4	3,308.4
-Zinc ²	-	-	-	362.6	118.5	-	481.1
-Lead	-	-	-	45.9	39.0	-	84.9
-Gold ³	136.4	-	-	-	72.8	-	209.2
-Silver	98.3	-	29.5 ⁷	53.3	65.6	-	246.7
-Molybdenum	128.4	-	-	-	-	-	128.4
-Cobalt	-	20.5	-	-	-	-	20.5
Revenue from contracts with customers	2,977.6	423.6	295.8	461.8	306.0	14.4	4,479.2
EBITDA	1,594.3	67.8	125.9	169.4	123.2	(31.9)	2,048.7
Depreciation and amortisation expenses (Note 5)	(762.2)	(65.4)	(32.5)	(56.1)	(78.8)	(10.7)	(1,005.7)
EBIT	832.1	2.4	93.4	113.3	44.4	(42.6)	1,043.0
Finance income (Note 6)							22.2
Finance costs (Note 6)							(390.8)
Income tax expense							(271.3)
Profit for the year							403.1
Impairment of Kinsevere assets (Note 10)	-	(53.0)	-	-	-	-	(53.0)
Tax impact associated with impairment	-	15.9	-	-	-	-	15.9
Profit for the year							366.0
Other segment information:							
Additions to non-current assets (excluding deferred income tax assets, inventories and financial instruments)	487.1	262.2	115.0	76.6	13.6	0.8	955.3

NOTES TO FINANCIAL INFORMATION CONTINUED

The segment assets and liabilities at 31 December 2024 are as follows:

AT 31 DECEMBER 2024

US\$ MILLION	Las Bambas	Kinsevere	Khoemacau	Dugald River	Rosebery	Other unallocated items/ eliminations	Group
Segment assets	9,100.3	1,110.8	3,077.7	706.4	219.5	474.2⁵	14,688.9
Current/deferred income tax assets							297.0
Consolidated assets							14,985.9
Segment liabilities	2,164.9	388.3	1,432.7	108.1	161.9	2,649.5⁶	6,905.4
Current/deferred income tax liabilities							1,802.0
Consolidated liabilities							8,707.4
Segment non-current assets	8,335.7	951.6	3,016.0	646.4	190.7	343.4	13,483.8

- Commodity derivative net losses with a total amount of US\$171.4 million (2024: net gains of US\$13.6 million) were included in "Revenue" of copper;
- Commodity derivative net gains with a total amount of US\$1.1 million (2024: net losses of US\$3.3 million) were included in "Revenue" of zinc;
- Commodity derivative net losses with a total amount of US\$0.1 million (2024: nil) were included in "Revenue" of gold;
- Commodity hedge trades with net losses of US\$27.7 million (2024: net gains of US\$8.4 million) under "Kinsevere" were executed by another subsidiary of the Company, MMG Finance Limited ("MMF") located in Hong Kong;
- Included in segment assets of US\$438.7 million (2024: US\$474.2 million) under the other unallocated items is cash of US\$60.3 million (2024: US\$104.5 million) mainly held in the Group treasury entities and US\$345.6 million trade receivables (2024: US\$275.3 million) for MMG South America Company Limited ("MMG SA") in relation to copper concentrate sales;
- Included in segment liabilities of US\$1,968.2 million (2024: US\$2,649.5 million) under the other unallocated items are borrowings of US\$1,471.3 million (2024: US\$2,564.5 million) and convertible bonds (debt components) of US\$401.1 million (2024: nil) which are managed at the Group level; and
- Deferred revenue recognised of US\$20.8 million (2024: US\$24.3 million) was included in "Revenue" of silver (Note 19) from Khoemacau Streaming Agreement.

4. OTHER INCOME/(EXPENSES), NET

	2025 US\$ MILLION	2024 US\$ MILLION
Losses on disposal of property, plant and equipment	(1.8)	(15.1)
Sundry income/(expenses)	24.8	(4.0)
Total other income/(expenses), net	23.0	(19.1)

NOTES TO FINANCIAL INFORMATION CONTINUED

5. EXPENSES

Profit before income tax includes the following expenses:

	2025 US\$ MILLION	2024 US\$ MILLION
Changes in inventories of finished goods and work in progress	(350.4)	(225.9)
Write-down of inventories to net realisable value	81.0	35.3
Employee benefit expenses ¹	589.1	372.4
Contracting and consulting expenses ²	828.8	704.5
Energy costs	371.2	347.4
Stores and consumables costs	605.2	571.8
Depreciation and amortisation expenses ³	1,104.4	982.7
Other production expenses ²	156.2	162.1
Cost of goods sold	3,385.5	2,950.3
Other operating expenses	104.4	53.5
Royalty expenses	217.8	155.6
Selling expenses ²	134.4	122.5
Total operating expenses including depreciation and amortisation⁴	3,842.1	3,281.9
Exploration expenses ^{1,2,3}	101.7	62.6
Administrative expenses ^{1,2}	32.6	41.6
Auditors' remuneration	2.2	2.2
Foreign exchange (gain)/loss, net	(41.7)	8.1
Loss on FVTPL	0.3	1.7
Other expenses ^{1,2,3}	14.7	19.0
Total expenses	3,951.9	3,417.1

1. In aggregate US\$54.7 million (2024: US\$62.0 million) employee benefit expenses by nature are included in the administrative expenses, exploration expenses, and other expenses categories. Total employee benefit expenses were US\$643.8 million (2024: US\$434.4 million).
2. The expenses under these categories include certain amounts in respect of lease contracts which were not recognised as right-of-use assets on the consolidated statement of financial position following the guidance as per HKFRS 16 or where the contracts were low-value and short-term for a lease assessment under HKFRS 16 requirements. Expenditure in respect of such contracts assessed as leases but which did not qualify for recognition as right-of-use assets included US\$180.1 million (2024: US\$100.9 million) in respect of variable lease payment contracts and US\$2.6 million (2024: US\$3.0 million) and US\$0.5 million (2024: US\$0.7 million) for short-term and low-value lease contracts, respectively.
3. In aggregate US\$18.6 million (2024: US\$23.0 million) depreciation and amortisation expenses are included in exploration expenses and the other expenses category. Total depreciation and amortisation expenses were US\$1,123.0 million (2024: US\$1,005.7 million).
4. Operating expenses include mining and processing costs, royalties, selling expenses (including transportation) and other costs incurred by operations.

NOTES TO FINANCIAL INFORMATION CONTINUED

6. FINANCE INCOME AND FINANCE COSTS

	2025 US\$ MILLION	2024 US\$ MILLION
Finance income		
Interest income	17.4	22.2
	17.4	22.2
Finance costs		
Interest expense - 3 rd parties	(125.2)	(223.7)
Interest expense - related parties	(104.7)	(140.7)
Less: amounts capitalised in the cost of qualifying assets	8.8	7.3
Interest expense recognised in "profit or loss" - related parties	(95.9)	(133.4)
Withholding taxes in respect of financing arrangements	(3.5)	(9.5)
Unwinding of discount on provisions and receivables	(31.8)	(22.0)
Unwinding of discount on lease liabilities	(12.3)	(12.8)
Unwinding of discount on deferred revenue (Note 19)	(19.0)	(21.6)
Unwinding of discount on convertible bonds (debt component) (Note 17)	(4.4)	-
Other finance refund/(cost), net - 3 rd parties	8.9	(21.0)
Other finance cost - related parties	(6.3)	(5.8)
	(289.5)	(449.8)
Gain reclassified from equity to profit or loss on interest rate swaps ("IRS") designated as cash flow hedges	-	59.0
Finance costs – total	(289.5)	(390.8)

NOTES TO FINANCIAL INFORMATION CONTINUED

7. INCOME TAX EXPENSE

Hong Kong profits tax is provided at a rate of 16.5% where there are net assessable profits derived for the year. The income tax rates applicable for the main jurisdictions in which the Group operates are: Peru (32.0%), DRC (30.0%), Australia (30.0%) and Botswana (22% to 55%, depending on the percentage of taxable income to gross income). Tax rates for some jurisdictions are covered by historical legal agreements with governments. Taxation on profits arising from other jurisdictions has been calculated on the estimated assessable profits for the year at the rates prevailing in the relevant jurisdictions.

	2025 US\$ MILLION	2024 US\$ MILLION
Current income tax expense		
– Hong Kong income tax	(0.8)	(1.4)
– Overseas income tax	(823.0)	(242.2)
Deferred income tax benefit/(expense)		
– Hong Kong income tax	5.2	-
– Overseas income tax	46.8	(11.8)
Income tax expense	(771.8)	(255.4)

In December 2021, the Organisation for Economic Co-operation and Development (“OECD”) released the Pillar Two Model Rules, also known as the Global Anti-Base Erosion Proposal (“GloBE”), aimed at reforming international corporate taxation which set out global minimum tax rules designed to ensure that large multinational businesses with group annual revenue of EUR750 million or more pay a minimum effective rate of tax of 15% on profits in all their operating countries. As part of the OECD Pillar Two guidance package, the OECD also published the Transitional Country-by-Country Reporting (“CbCR”) Safe Harbours guidance which allow a multinational enterprise to be relieved from undertaking detailed GloBE calculations in respect of a low-risk countries, if certain criteria are met.

The Group is within the scope of the OECD Pillar Two Model Rules. With the implementation of Pillar Two legislation in Hong Kong, all jurisdictions in which the Group operates are now subject to Pillar Two. The Group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to HKAS 12 “*Income Taxes*” issued in July 2023.

Under the legislation, the Group is liable to pay a top-up tax for the difference between its GloBE effective tax rate per jurisdiction and the 15% minimum rate. The Group has conducted an assessment for the year ended 31 December 2025. Based on the assessment, the Group’s operations in most tax jurisdictions meet the Transitional CbCR Safe Harbour criteria and therefore the top-up tax is deemed to be zero. For those jurisdictions where CbCR Safe Harbour was not met, a detailed GloBE calculation was performed, which also resulted in no top-up tax liability for the Group.

NOTES TO FINANCIAL INFORMATION CONTINUED

The tax on the Group's profit before income tax differs from the prima facie amount that would arise using the applicable tax rate to profit of the consolidated companies as follows:

	2025 US\$ MILLION	2024 US\$ MILLION
Profit before income tax	1,727.0	621.4
Calculated at domestic tax rates applicable to profits or losses in the respective countries	(566.9)	(206.0)
Net non-deductible amounts	(106.9)	(19.5)
Under provision in prior years	(15.3)	(3.5)
Non-creditable withholding tax	(82.8)	(23.2)
Others	0.1	(3.2)
Income tax expense	(771.8)	(255.4)

In addition to the amount charged to profit or loss, the following amounts relating to tax have been recognised in OCI:

	YEAR ENDED 31 DECEMBER					
	2025 US\$ MILLION			2024 US\$ MILLION		
	Before tax amount	Tax benefits	Net of tax amount	Before tax amount	Tax (expenses)/ benefits	Net of tax amount
<i>Items that will be reclassified subsequently to profit or loss:</i>						
Fair value (loss)/gain on commodity hedging	(88.5)	21.0	(67.5)	2.9	(0.9)	2.0
Movement on IRS closure	-	-	-	(59.0)	18.9	(40.1)
	(88.5)	21.0	(67.5)	(56.1)	18.0	(38.1)

In addition to the amount charged to profit or loss and OCI, the following amounts relating to tax have been recognised directly in equity:

	AT 31 DECEMBER	
	2025 US\$ MILLION	2024 US\$ MILLION
Initial recognition on issue of convertible bonds (charged to equity)	(17.1)	-
	(17.1)	-

NOTES TO FINANCIAL INFORMATION CONTINUED

8. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit for the year attributable to equity holders of the Company by the weighted average number of ordinary shares on issue during the year.

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. For the year ended 31 December 2025, the computation of diluted earnings per share assumes the conversion of the full amount of the Company's outstanding convertible bonds. For the Company's performance awards on issue, a calculation is performed to determine the number of shares that could have been acquired at fair value (determined at the average market share price of the Company's shares) based on the monetary value of the subscription rights attached to outstanding performance awards. The number of shares calculated as below is compared with the number of shares that would have been issued assuming the exercise of performance awards. For the year ended 31 December 2024, the dilutive factor of the Rights Issue is considered given the rights were effective on 11 June 2024.

	2025	2024
	US\$ MILLION	US\$ MILLION
Earnings attributable to equity holders of the Company in the calculation of basic earnings per share	509.4	161.9
Adjustment for unwinding of discount on convertible bonds, net of income tax	3.6	-
Earnings attributable to equity holders of the Company in the calculation of diluted earnings per share	513.0	161.9
	NUMBER OF SHARES '000	
	2025	2024
Weighted average number of ordinary shares used in the calculation of the basic earnings per share	12,135,716	10,561,557
Shares deemed to be issued in respect of long-term incentive equity plans	9,581	22,813
Dilution for Rights Issue	-	83,311
Dilution for convertible bonds	107,554	-
Weighted average number of ordinary shares used in the calculation of the diluted earnings per share	12,252,851	10,667,681
Basic earnings per share	US 4.20 cents	US 1.53 cents
Diluted earnings per share	US 4.19 cents	US 1.52 cents

9. DIVIDENDS

The Board did not recommend the payment of an interim or final dividend for the year ended 31 December 2025 and 2024 for the shareholders of the Company.

10. IMPAIRMENT TESTING OF NON-CURRENT ASSETS AND GOODWILL

In accordance with the Group's accounting policies and processes, the Group performs its impairment testing annually at 31 December. In addition, CGUs are reviewed at each reporting period to determine whether there is an indication of impairment or impairment reversal. Where an indicator of impairment or impairment reversal exists, a formal estimate of the recoverable amount is made at the reporting period.

In respect of Las Bambas and Khoemacau, the CGU is subject to impairment testing due to goodwill being attributed to the CGU which requires an annual impairment assessment. At 31 December 2025, the carrying amount of goodwill at Las Bambas and Khoemacau are US\$528.5 million and US\$509.5 million respectively (31 December 2024: US\$528.5 million and US\$509.5 million respectively).

In respect of Kinsevere, indicators of impairment were noted due to cobalt sales limitations which have kept the cobalt plant on care and maintenance, power-related production challenges, ramp-up and operational challenges, and fiscal regime uncertainties including additional duties and taxes, as well as VAT recoverability.

In respect of Dugald River, an impairment loss was recognised in 2015. Management has reviewed the operational performance and considered the operation's sensitivity to a range of factors including commodity prices, throughput, grade, recovery, operating expenditure, capital expenditure and progress of development projects and concluded that there is currently no further impairment or any requirement to reverse the previously recognised impairment.

No impairment indicators were noted in respect of Rosebery.

(i) Approach to recognition of an impairment loss

An impairment is recognised when the carrying amount exceeds the recoverable amount. The recoverable amount of each CGU has been estimated using its fair value less costs of disposal ("Fair Value"), which is consistent with the approach from the prior year. The Group considers the inputs and the valuation approach to be consistent with the approach taken by market participants.

Estimates of quantities of recoverable minerals, production levels, operating costs and capital requirements are sourced from the Group's planning process, including Life of Mine Planning, three-year budgets, periodic forecasts and CGU specific studies. Expected operating performance improvements reflecting the Group's objectives to maximise free cash flow, optimise operational activity, apply technology, improve capital and labour productivity and other production efficiencies are also included along with the expected costs to realise the initiatives.

All reserves and resources have been included in the valuations at justifiable reasonable conversion rates, supported by proof of concept studies. Exploration targets are included in the valuation based on management's expectation of identifying and converting potential resources to reserves and successfully utilising such resources.

(ii) Key assumptions

The key assumptions impacting the discounted cash flow models used to determine the Fair Value include:

- Commodity prices;
- Ore grade;
- Metal recovery;
- Operating costs;
- Production rates;
- Capital requirements;
- Political instability and social unrest impacting regulatory approvals and timing thereof;
- Real post-tax discount rates;

NOTES TO FINANCIAL INFORMATION CONTINUED

- Foreign exchange rates;
- Reserves and resources and conversion of exploration targets;
- Recovery of taxes;
- Optimisation of operational activity and productivity; and
- Rehabilitation costs and timing.

In determining some of the key assumptions, management considered external sources of information where appropriate.

Commodity price and exchange rate assumptions are based on the latest internal forecasts benchmarked to analyst consensus forecasts. The long-term cost assumptions are based on actual costs adjusted for planned operational changes and input cost assumptions over the life of mine.

The long-term price assumed for copper is US\$4.26 per pound (2024: US\$4.14 per pound) and the long-term price assumed for zinc is US\$1.32 per pound (2024: US\$1.30 per pound).

The long-term AUD:USD exchange rate is 0.71 (2024: 0.73).

The real post-tax discount rates used in the Fair Value estimates of the CGU's listed below remain unchanged at 10.50% for Kinsevere, 6.50% for Dugald River and Rosebery, 7.75% for Las Bambas, and 8.00% for Khoemacau.

Management considers the estimates applied in this impairment assessment are reasonable. However, such estimates are subject to significant uncertainties and judgements. Refer to (iv) below for sensitivity analysis.

(iii) Valuation methodology

Las Bambas

The Las Bambas Fair Value is determined through CGU discounted cash flows at 31 December 2025. The fair Value includes not only the current operation, but also further regional exploration targets included in the initial valuation to acquire the mine in 2014. Management continues to work with local communities to secure land access to continue its exploratory drilling activities, to materialise the potential from such exploration targets.

Management notes that political instability at a national level and community engagement at regional level remain key risks which can result in delays to permits and exploration activity.

The impairment assessment of the Las Bambas CGU at 31 December 2025 did not result in the recognition of any impairment.

Khoemacau

The Khoemacau Fair Value includes not only the current operation but also the approved expansion to 130,000 tonne annual capacity, and further resource extensions and on-lease exploration targets included in the initial valuation to acquire the mine in 2023. An impairment assessment of the Khoemacau CGU as at 31 December 2025 was performed and did not result in the recognition of impairment.

Kinsevere

A suspension on DRC cobalt exports was announced in early 2025, after which a quota system for DRC cobalt exports was implemented from late 2025. As the quotas are allocated with reference to historical production, Kinsevere was allocated an initial quota of approximately 300-400t annualised compared with production capacity of approximately 5,000t per annum. As a result, the cobalt plant remains under care and maintenance despite cobalt prices recovering from an average of \$11.94 per pound in 2024 to approximately \$24.00 per pound by 31 December 2025. In addition, country-wide power availability issues have impacted operational performance and ramp-up of the Kinsevere Expansion Project ("KEP"), with limited throughput rates of the roaster, gas cleaning and acid (RGA) plant, frequent power outages and constraints to the electrowinning (EW) circuit. There are also continuing fiscal uncertainties, including VAT recoverability and additional duties and taxes.

Due to the factors above, the future value expected from the Kinsevere CGU has reduced and, as a result, an impairment write-down of US\$290.0 million pre-tax (US\$203.0 million on a post-tax basis) was recognised in relation to the Kinsevere CGU at 31 December 2025. This has resulted in a reduction to the carrying value to US\$683.2 million. The carrying value also includes the impairment losses recognised in 2015, 2019 and 2024 with a total amount of US\$466.9 million (before tax).

The recoverable value assessment at 31 December 2025 considers the latest life of mine plan under which the cobalt plant is expected to remain in care and maintenance amid the highly uncertain cobalt market outlook, and the KEP project is assumed to be successfully ramped up.

Significant risks and uncertainties still exist in respect of the application of the Mining Code (2018), additional duties and taxes, and recoverability of VAT receivable from the DRC government. The valuation is also sensitive to factors such as copper price, discount rate, recovery, ore loss, KEP ramp-up, and dilution. These factors may result in further future impairments, or reversal thereof.

Dugald River

The impairment assessment of the Dugald River CGU at 31 December 2025 did not result in recognition of impairment.

Previously, in 2015, management had recognised a pre-tax impairment loss of US\$573.6 million for Dugald River. Given the value of the headroom and considering that the fair value is highly sensitive to zinc price, exchange rates and operational performance, management believes no reversal of previously recognised impairment is required. The Group will continue to monitor and assess if a reversal of impairment is required in future periods.

Rosebery

No indicators of impairment were noted for Rosebery. Rosebery also has not had any past impairment losses requiring assessment for reversal. Managements' assessment of an estimated recoverable amount did not indicate any impairment risk.

(iv) Sensitivity analysis

Commodity prices, the level of production activity as well as the success of converting resources, exploration targets and increasing the resource estimates over the lives of mines are key assumptions in the determination of Fair Value. Due to the number of risk factors that could impact production, such as processing throughput, changing ore grade and/or metallurgy and revisions to mine plans in response to physical or economic conditions, no quantified sensitivity has been determined. Changes to these assumptions may however result in an impact on the Fair Value and result in an impairment in the future.

A sensitivity analysis is presented below for Las Bambas, Khoemacau, Kinsevere and Dugald River. The sensitivities assume that the specific assumption moves in isolation, whilst all other assumptions are held constant. However, in reality a change in one of the afore mentioned assumptions may accompany a change in another assumption which may have an offsetting impact. Management action is also usually taken to respond to adverse changes in economic assumptions that may mitigate the impact of any such change.

Las Bambas

The key assumptions to which the calculation of recoverable amount for Las Bambas is most sensitive are discount rate, copper prices, operating costs, tax disputes, permitting delays, land access and timing of identifying and converting potential resources and reserves thereby realising the exploration potential. An unfavourable movement in any one of these factors may result in a material impairment to the asset with a favourable movement resulting in a substantial improvement to the recoverable amount.

- A movement of 1% to the discount rate would impact recoverable amount by approximately US\$900 million;
- A change of 5% in copper price over the remaining mine life would impact the recoverable amount by approximately US\$1,100 million; and

- A change of 5% in operating costs over the remaining mine life would impact the recoverable amount by approximately US\$500 million.

Political instability and community blockades are potential risks which may result in delays in environmental and drilling permits and the ability to access land required for carrying out exploration activities and ultimately the development of operations. They may also cause delays to critical capital projects impacting cashflows. MMG remains committed to working closely with the government of Peru and community members to reach an enduring agreement. Potential impacts on Las Bambas' cashflows due to a level of delays in permits and disruptions by communities have been considered in the Las Bambas fair value.

At the time of the Las Bambas acquisition in 2014, the initial valuation included significant value to be realised from exploration targets. Las Bambas' future cash flows remain significantly dependent on the realisation of the value from exploration activities. Identification and exploitation of resources depend on obtaining permits and timely and continued access to drilling targets. There is also a risk that exploration activities may result in lower-than-expected actual resources whereby the value assigned to the exploration potential may not be fully recoverable.

Management expects that the impact of delays caused by community disputes, access to land or the amount and timing of exploration potential realised would result in a revision to the mine plan.

The occurrence of one or more of the above assumptions in isolation, without a change in other assumptions which may have an offsetting impact, is likely to result in recognition of a material impairment.

Khoemacau

The key assumptions to which the calculation of fair value for Khoemacau is most sensitive are copper price, operating costs, and discount rate. An unfavourable movement in any one of these factors in isolation may result in a material impairment to the asset with a favourable movement resulting in a substantial improvement to the recoverable amount.

- A change of 5% in copper price over the remaining mine life would impact the recoverable amount by approximately US\$400 million;
- A change of 5% in operating costs over the remaining mine life would impact the recoverable amount by approximately US\$200 million; and
- A movement of 1% to the discount rate would impact the recoverable amount by approximately US\$400 million.

Kinsevere

The key assumptions to which the calculation of Fair Value for Kinsevere is most sensitive are copper price, operating costs, and capital costs. An unfavourable movement in any one of these factors in isolation may result in a material impairment to the asset with a favourable movement resulting in a substantial improvement to the recoverable amount. Although the recoverable amount attributes no value to the cobalt plant due to current sales limitations, the recoverable amount could be impacted if a sustainable higher export quota can be obtained.

- A change of 5% in copper price over the remaining mine life would impact the recoverable amount by approximately US\$140 million;
- A change of 5% in operating costs over the remaining mine life would impact the recoverable amount by approximately US\$70 million; and
- A change of 5% in capital costs over the remaining mine life would impact the recoverable amount by approximately US\$20 million.

NOTES TO FINANCIAL INFORMATION CONTINUED

Dugald River

The key assumptions to which the calculation of Fair Value for Dugald River is most sensitive are zinc price, AUD:USD exchange rates, and operating costs. An unfavourable movement in any one of these factors in isolation may result in a material impairment to the asset with a favourable movement resulting in a reversal of previously recognised impairment.

- A change of 5% in zinc price over the remaining mine life would impact the recoverable amount by approximately US\$200 million.
- A change of 5% in AUD:USD exchange rates over the remaining mine life would impact the recoverable amount by approximately US\$150 million; and
- A change of 5% in operating costs over the remaining mine life would impact the recoverable amount by approximately US\$130 million.

11. PRINCIPAL SUBSIDIARIES WITH MATERIAL NON-CONTROLLING INTERESTS

The Group had total non-controlling interests of US\$2,940.0 million at 31 December 2025 (2024: US\$2,859.5 million). The non-controlling interests comprise the following:

US\$ MILLION	AT 31 DECEMBER	
	2025	2024
MMG South America Management Company Limited (“Las Bambas JV Co.”) and its subsidiaries ¹	2,117.3	2,372.0
MMG Africa Resources Company Limited (“Khoemacau JV Co.”) and its subsidiaries ²	822.7	487.5
Total	2,940.0	2,859.5

1. For the year ended 31 December 2025, Las Bambas JV Co. paid a dividend of US\$695.3 million to its non-controlling shareholders (2024: Nil).

2. For the year ended 31 December 2025, Khoemacau JV Co. issued 5,953,331,000 shares to the shareholders MMG Africa Holdings Company Limited and Comor Holdings Corp. Ltd. (“Comor”) in accordance with the proportionate shareholding of 55% and 45% respectively.

Among which 2,678,998,950 shares were issued to Comor at a consideration of US\$346.6 million including a cash receipt of US\$337.5 million. The remaining US\$9.1 million was from the conversion of the outstanding borrowings (from Comor) to ordinary shares.

On 6 June 2024, Comor subscribed shares in Khoemacau JV Co. at the subscription price of \$482.9 million. After the subscription, Comor directly holds 45% equity interest which was considered a material non-controlling interest.

The summarised financial information of the subsidiaries with material non-controlling interests is shown on a 100% basis. It represents the amounts shown in subsidiaries’ consolidated financial statements prepared in accordance with HKFRS Accounting Standards.

NOTES TO FINANCIAL INFORMATION CONTINUED

Summarised Consolidated Statements of Financial Position

	LAS BAMBAS JV CO.		KHOEMACAU JV CO.	
	AT 31 DECEMBER			
US\$ MILLION	2025	2024	2025	2024
Assets	9,611.4	9,556.9	3,497.3	3,196.1
Current	1,550.5	1,160.9	132.7	61.8
Including: Cash and cash equivalents	215.2	60.7	53.9	19.5
Non-current	8,060.9	8,396.0	3,364.6	3,134.3
Liabilities	(3,965.2)	(3,231.5)	(1,670.3)	(2,114.3)
Current	(1,311.8)	(586.1)	(179.6)	(98.3)
Non-current	(2,653.4)	(2,645.4)	(1,490.7)	(2,016.0)
Net assets	5,646.2	6,325.4	1,827.0	1,081.8

Summarised Consolidated Statements of Profit or Loss and Comprehensive Income

	LAS BAMBAS JV CO.		KHOEMACAU JV CO.	
	YEAR ENDED 31 DECEMBER			
US\$ MILLION	2025	2024	2025	2024
Revenue	4,447.0	2,977.6	399.2	295.8
Net financial cost	(55.9)	(108.9)	(60.7)	(79.7)
Income tax expense	(720.7)	(195.6)	(44.0)	(5.4)
Profit/(loss) for the year	1,193.0	527.6	(3.7)	8.4
Other comprehensive (loss)/income for the year, net of tax	(18.2)	(38.5)	(21.6)	0.4
Total comprehensive income/(loss)	1,174.8	489.1	(25.3)	8.8
Total comprehensive income/(loss) attributable to:				
Equity holders of the Company	734.2	305.7	(13.9)	4.2
Non-controlling interests	440.6	183.4	(11.4)	4.6
	1,174.8	489.1	(25.3)	8.8

Summarised Consolidated Statement of Cash Flows

	LAS BAMBAS JV CO.		KHOEMACAU JV CO.	
	YEAR ENDED 31 DECEMBER			
US\$ MILLION	2025	2024	2025	2024
Net increase/(decrease) in cash and cash equivalents	154.5	(338.5)	34.4	19.5
Cash and cash equivalents at 1 January	60.7	399.2	19.5	-
Cash and cash equivalents at 31 December	215.2	60.7	53.9	19.5

NOTES TO FINANCIAL INFORMATION CONTINUED

12. TRADE AND OTHER RECEIVABLES

	2025 US\$ MILLION	2024 US\$ MILLION
Non-current other receivables		
Prepayment	5.0	1.6
Other receivables – government taxes, net of provisions ¹	11.9	10.3
Sundry receivables, net of provisions ²	118.1	125.5
	135.0	137.4
Current trade and other receivables		
Trade receivables, net of provision ³	658.4	443.7
Prepayments	80.9	71.3
Other receivables – government taxes ¹	134.2	109.1
Sundry receivables, net of provision ²	25.6	127.5
	899.1	751.6

1. The government taxes amount mainly consists of VAT receivables associated with the Group's operations in Peru and DRC.
2. Sundry receivables amount mainly consists of receivables from Glencore in MLB acquisition project and VAT2011/12 receivables from the Peruvian tax authority ("SUNAT").
3. At 31 December 2025 and 2024, trade receivables of the Group mainly related to the mining operations. The majority of sales for mining operations were made under contractual arrangements whereby provisional payment is received in line with requirement under the sales contract, usually within 30 days of submission of all required documentation and fulfilment of obligations under the respective incoterm for the sales. Upon issuance of final invoice at the end of the quotational period, any remaining balance is then payable within 30 days from such final invoice being issued. As at 31 December 2025, trade receivables of US\$658.4 million (31 December 2024: US\$443.7 million) were within 6 months from the date of invoice; All trade receivables were measured at fair value at the balance sheet date as these are subject to change in accordance with movements in the commodity price; The carrying amounts of the Group's trade receivables are all denominated in US\$; At 31 December 2025, the Group's trade receivables, other receivables and prepayments included an amount of US\$ 352.2 million (2024: US\$242.2 million) which were due from related companies of the Group. As at 1 January 2024, trade receivables amounted to US\$354.8 million.

13. DERIVATIVE FINANCIAL ASSETS/(LIABILITIES)

	2025 US\$ MILLION	2024 US\$ MILLION
Assets		
Current		
Commodity derivative - copper ¹	-	8.0
Commodity derivative - zinc	-	0.1
Cash flow hedge - copper ¹	-	2.9
	-	11.0
Liabilities		
Current		
Commodity derivative - copper ¹	(73.4)	-
Commodity derivative - zinc	(0.1) ¹	(0.7)
Cash flow hedge - copper ¹	(80.3)	-
Cash flow hedge - zinc	(5.3)	-
	(159.1)	(0.7)

NOTES TO FINANCIAL INFORMATION CONTINUED

1. The Group's commodity derivative and cash flow hedge financial liabilities with an amount of US\$57.3 million (31 December 2024: derivative financial assets of US\$10.6 million) were from a related party of the Group.

14. RESTRICTED BANK DEPOSITS AND CASH AND CASH EQUIVALENTS

	2025 US\$ MILLION	2024 US\$ MILLION
Non-current		
Restricted bank deposits ¹	1.2	-
	1.2	-
Current		
Cash at bank and in hand	211.7	115.5
Short-term bank deposits and others ^{1,2}	116.9	77.2
	328.6	192.7
Total	329.8	192.7

1. Includes demand deposits of US\$1.2 million (2024: US\$1.2 million) that are required to be maintained as warranty to secure payment to a vendor. During the year ended 31 December 2025, they were reclassified to "non-current deposits".

2. The effective interest rate on short-term bank deposits as at 31 December 2025 range from 3.0% to 4.3% (31 December 2024: 3.90% to 4.05%). These deposits have an average 10 days (2024: 8 days) to maturity.

The carrying amounts of the cash and cash equivalents are denominated in various currencies.

15. SHARE CAPITAL

	NUMBER OF ORDINARY SHARES		SHARE CAPITAL	
	2025 '000	2024 '000	2025 US\$ MILLION	2024 US\$ MILLION
Issued and fully paid:				
At 1 January	12,129,014	8,656,047	4,379.8	3,224.6
Employee performance awards vested and exercised ¹	11,517	7,534	4.4	2.8
Issue of shares ²	-	3,465,433	-	1,152.4
At 31 December	12,140,531	12,129,014	4,384.2	4,379.8

1. During the year ended 31 December 2025, a total of 11,516,714 new shares were issued as a result of 2022 Performance Awards vesting on 2 June 2025. The closing price of the shares of the Company immediately before the date on which the performance awards was exercised was HK\$2.91. (2024: a total of 7,534,028 new shares were issued as a result of 2021 Performance Awards vesting on 5 June 2024. The closing price of the shares of the Company immediately before the date on which the performance award was exercised was HK\$3.33.)

2. On 15 July 2024, a total of 3,465,432,486 new shares were issued as a result of the completion of the Rights Issue at the subscription price of HK\$2.62 per rights share on the basis of 2 rights shares for every 5 shares held on the record date. The proceeds from the Rights Issue were US\$1,152.4 million net of US\$10.5 million for transaction costs.

NOTES TO FINANCIAL INFORMATION CONTINUED

16. BORROWINGS

	2025 US\$ MILLION	2024 US\$ MILLION
Non-current		
Borrowings from related parties	1,019.8	1,705.0
Bank borrowings, net	1,489.4	2,035.1
	2,509.2	3,740.1
Current		
Borrowings from related parties	452.5	861.3
Bank borrowings, net ¹	313.4	27.4
	765.9	888.7
Analysed as:		
– Unsecured	3,278.9	4,635.1
	3,278.9	4,635.1
Prepayments – finance charges	(3.8)	(6.3)
	3,275.1	4,628.8
Borrowings (excluding: prepayments) are repayable as follows:		
– Within one year ¹	768.2	891.2
– More than one year but not exceeding two years	1,459.1	1,125.0
– More than two years but not exceeding five years	1,026.1	2,360.0
– More than five years	25.5	258.9
	3,278.9	4,635.1
Prepayments – finance charges	(3.8)	(6.3)
Total	3,275.1	4,628.8

1. The Group has, forecasts to have or expects to be able to arrange (if needed), sufficient funds to repay borrowings as they fall due.

An analysis of the carrying amounts of the total borrowings (excluding prepayments) by type and currency is as follows:

	2025 US\$ MILLION	2024 US\$ MILLION
US dollars		
– At floating rates	2,668.9	3,154.9
– At fixed rates	610.0	1,480.2
	3,278.9	4,635.1

The weighted average effective interest rate of borrowings during the year ended 31 December 2025 was 5.1% (2024: 5.5%) per annum.

NOTES TO FINANCIAL INFORMATION CONTINUED

17. CONVERTIBLE BONDS

On 8 October 2025, the Group completed the issuance of 5-Year US\$500.0 million zero coupon unsecured Bonds due on 8 October 2030 to bondholders. The net proceeds of US\$494.0 million from the Bonds were used to repay borrowings.

The bondholders have the right to convert their Bonds into ordinary shares of the Company before maturity at a conversion price of HK\$8.40 per share. There is also an option provided to the bondholders that after 3 years, on 8 October 2028, the bondholders can redeem all or a portion of the principal amount. The outstanding principal amount of the Bonds is repayable by the Company on the maturity date if not previously redeemed, converted or purchased and cancelled.

The debt and equity components of the convertible bonds are presented as follows:

	2025 US\$ MILLION
The face value of convertible bonds issued on the issuance date	500.0
Less: transaction costs	(6.0)
Net proceeds	494.0
Less: equity component of convertible bonds, before tax	(97.3)
Debt component on initial recognition	396.7
Unwinding of discount (Note 6) ¹	4.4
Balance as at 31 December	401.1

1. The effective interest rate for the liability component is 4.72%.

NOTES TO FINANCIAL INFORMATION CONTINUED

18. TRADE AND OTHER PAYABLES

The analysis of the trade and other payables is as follows:

	2025 US\$ MILLION	2024 US\$ MILLION
Non-Current		
Other payables and accruals	332.6	309.6
Current		
Trade payables		
- Less than 6 months	456.7	384.3
- More than 6 months	11.5	2.9
	468.2	387.2
Related party interest payable	32.0	41.9
Other payables and accruals	345.7	250.2
Total current trade and other payables	845.9	679.3
Aggregate		
Trade payables ¹	468.2	387.2
Related party interest payable	32.0	41.9
Other payables and accruals ²	678.3	559.8
Total trade and other payables	1,178.5	988.9

- At 31 December 2025, the Group's trade and other payables included an amount of US\$25.8 million (2024: US\$1.1 million), which was due to a related company of the Group. The ageing analysis of the trade payables is based on the creditors' invoice date.
- At 31 December 2025, the Group's other payables and accruals included withholding tax payables, accrued expenses and others.

19. DEFERRED REVENUE

	2025 US\$ MILLION	2024 US\$ MILLION
Balance at 1 January/acquisition date	347.1	349.8
Deferred revenue recognised during the year (Note 3)	(20.8)	(24.3)
Unwinding of discount (Note 6)	19.0	21.6
31 December	345.3	347.1
Current	20.4	24.1
Non-current	324.9	323.0
	345.3	347.1

NOTES TO FINANCIAL INFORMATION CONTINUED

20. COMMITMENTS

Capital commitments

Commitments for capital expenditure contracted for at the reporting date but not recognised as liabilities, are set out in the table below:

	2025 US\$ MILLION	2024 US\$ MILLION
Property, plant and equipment		
Within one year	489.7	261.3
Over one year but not more than five years	-	129.0
	489.7	390.3
Intangible assets		
Within one year	0.7	0.8
	0.7	0.8
Aggregate	2025 US\$ MILLION	2024 US\$ MILLION
Property, plant and equipment and intangible assets		
Contracted but not provided for	490.4	391.1

GLOSSARY

A\$	Australian dollar, the lawful currency of Australia
AGM	annual general meeting of the Company
associate(s)	has the meaning ascribed to it under the Listing Rules
Australia	The Commonwealth of Australia
bank of Natixis	Natixis, Hong Kong Branch
Board	the board of directors of the Company
Board Charter	the board charter of the Company
BOC	Bank of China Limited
BOCOM	Bank of Communications Limited
CCB	China Construction Bank (Asia) Corporation Limited
CEO	Chief Executive Officer
CGU	cash generating unit
China	has the same meaning as PRC
CMC	China Minmetals Corporation, a state-owned enterprise incorporated under the laws of the PRC
CMN	China Minmetals Non-ferrous Metals Co., Ltd, a subsidiary of CMC
Comor Holdings	Comor Holdings Corporation Limited, a wholly-owned subsidiary of CNIC Corporation Limited
Companies Ordinance	The Companies Ordinance (Chapter 622 of the Laws of Hong Kong)
Company	MMG Limited, a company incorporated in Hong Kong, the securities of which are listed and traded on the Main Board of the Stock Exchange
Director(s)	the director(s) of the Company
DRC	Democratic Republic of Congo
EBIT	earnings before interest (net finance costs) and income tax
EBITDA	earnings before interest (net finance costs), income tax, depreciation, amortisation and impairment expense
EBITDA margin	EBITDA divided by revenue
ECL	expected credit loss
Executive Committee	the executive committee of the Group, which consists of all Executive Directors of the Company, Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Executive General Manager – Corporate Relations, Interim Executive General Manager – Commercial and Development, President of Las Bambas and President of Africa Operations
FVTPL	fair value through profit or loss
Group	the Company and its subsidiaries
HK\$	Hong Kong dollar, the lawful currency of Hong Kong
HKFRS	Hong Kong Financial Reporting Standards, which include all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standard (HKAS) and interpretations issued by the Hong Kong Institute of Certified Public Accountants (HKICPA)
Hong Kong	the Hong Kong Special Administrative Region of the People's Republic of China
Hong Kong Stock Exchange	(please refer to the definition of 'Stock Exchange')
ICBC	Industrial and Commercial Bank of China

GLOSSARY CONTINUED

KEP	Kinsevere Expansion Project
Khoemaçau Joint Venture Group	MMG Africa Resources Company Limited and its subsidiaries
Las Bambas Joint Venture Group	MMG South America Management Company Limited (also referred to as MMG SAM), and its subsidiaries
lb	pound
Listing Rules	the Rules Governing the Listing of Securities on the Stock Exchange
LME	London Metal Exchange
Minmetals HK	China Minmetals H.K. (Holdings) Limited, a wholly-owned subsidiary of CMC
MLB	Minera Las Bambas S.A., a non wholly-owned subsidiary of MMG and the owner of the Las Bambas mine
MMG or MMG Limited	has the same meaning as the Company
MMG Finance	MMG Finance Limited, a wholly-owned subsidiary of the Company
Model Code	Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules
Mtpa	million tonnes per annum
PRC	the People's Republic of China excluding, for the purpose of this document only, Hong Kong, the Macao Special Administrative Region of the People's Republic of China and Taiwan, unless the context requires otherwise
Raw Bank	Rawbank S.A.
RCF	revolving credit facility
Share(s)	fully paid ordinary share(s) of the Company
Shareholder(s)	the shareholder(s) of the Company
SOFR	secured overnight financing rate
Stock Exchange	The Stock Exchange of Hong Kong Limited
SUNAT	National Superintendence of Tax Administration of Peru
Top Create	Top Create Resources Limited, a subsidiary of CMN
TRIF	total recordable injury frequency per million hours worked
US\$	United States dollar, the lawful currency of the United States of America
VAT	value added tax

CORPORATE DETAILS

MELBOURNE OFFICE

Level 24, 28 Freshwater Place
Southbank, Victoria 3006, Australia
T +61 3 9288 0888

HONG KONG OFFICE

Unit 1208, 12/F,
China Minmetals Tower
79 Chatham Road South, Tsimshatsui,
Kowloon, Hong Kong
T +852 2216 9688

POSTAL ADDRESS

GPO 2982
Melbourne, Victoria 3001, Australia

www.mmg.com

SHARE REGISTRAR

Computershare Hong Kong
Investor Services Limited
17th Floor, Hopewell Centre
183 Queen's Road East
Wanchai, Hong Kong

INVESTOR ENQUIRIES

SHEN Ying Sherry
Head of Investor Relations
T +86 10 6849 5460
E InvestorRelations@mmg.com

MEDIA ENQUIRIES

Andrea ATELL
General Manager Corporate Affairs &
Sustainability
T +61 439 689 991
E CorporateAffairs@mmg.com

MMG LIMITED

EXECUTIVE COMMITTEE

ZHAO Jing Ivo, Chief Executive Officer and Executive Director
QIAN Song, Chief Financial Officer and Executive Director
Nan WANG, Chief Operating Officer
Troy HEY, Executive General Manager - Corporate Relations
GUAN Xiangjun Sandra, Interim Executive General Manager -
Commercial and Development
XIA Weiquan, President Africa
CHEN Xuesong, President Las Bambas

IMPORTANT DATES*

23 April 2026 – First Quarter Production Report
24 April 2026 – Annual Report lodged

**This information is subject to change.*

By order of the Board
MMG Limited
ZHAO Jing Ivo
CEO and Executive Director

Hong Kong, 3 March 2026

As at the date of this announcement, the Board comprises nine directors, of which two are executive directors, namely Mr Zhao Jing Ivo and Mr Qian Song; three are non-executive directors, namely Mr Zhang Shuqiang, Mr Cao Liang (Chairman) and Mr Yue Wenjun; and four are independent non-executive directors, namely Dr Peter William Cassidy, Mr Leung Cheuk Yan, Mr Chan Ka Keung, Peter and Ms Chen Ying.