

2025 FINANCIAL YEAR RESULTS ANNOUNCEMENT

27 August 2025

FY25 Letter to Shareholders

Mineral Resources Limited (**ASX: MIN**) (**MinRes** or the **Company**) as part of its financial results for the full year ended 30 June 2025 (**FY25**), provides the following messages from the Independent Non-Executive Chair Malcolm Bunday and Managing Director Chris Ellison, outlining a review of the Company's financial year, highlighting key areas of progress achieved and providing a strategic outlook for the future.

MINRES BOARD CHAIR MALCOLM BUNDEY:

It is a privilege to write to you for the first time as Chair of Mineral Resources Limited. I step into this role mindful MinRes has faced significant challenges, but also with strong conviction about the remarkable strength and future of our Company.

My decision to join MinRes was founded on careful due diligence, including an early site visit to Onslow Iron and reviews of the operating divisions and balance sheet. I've been energised by the entrepreneurial, results-driven culture and the extraordinary Mining Services business, which is underpinned by innovative infrastructure and has proven to be resilient to price cycles – a true “razor and razor blades” model.

I believe my experience in governance, leadership succession, strategy and capital management is well-suited to this moment. My commitment to you is to devote the significant time and focus required, be regularly present in Perth and across our operations, and ensure your Board is visible and engaged.

Since I've taken on the role of Chair on 1 July 2025, my initial focus has been on three immediate priorities:

1. Robust governance, Board renewal and an orderly succession of the Managing Director.
2. A strengthened balance sheet and disciplined capital allocation.
3. The full delivery of Onslow Iron to nameplate capacity.

Reflecting on FY25

This past year has been a challenging period in the Company's history. Expectations were not met in crucial areas and, as a result, MinRes' reputation was impacted.

In response, your Board, management and I have moved to swiftly address the factors that contributed to these outcomes and reposition MinRes for sustainable growth. While much work remains, I am encouraged by the progress already made in a relatively short period of time.

I want to thank our workforce of more than 6,800 people for their contributions through this period and the positivity and energy they continue to bring to work every day. While our collective pride, along with the trust of our shareholders, may have been dented over the past year, we are determined to earn it back through hard work and by focusing on the things that matter.

A renewed Board and enhanced governance

Board renewal is well underway. My vision is to establish a cohesive “blue-chip, blue-collar Board” with well-credentialed and highly regarded individuals who are actively engaged and able to provide management with astute advice and the robust guidance that shareholders expect.

Following my appointment, with the support of external advisers Korn Ferry, we completed a skills matrix review of the Board, which will be included in the Annual Report. Our immediate priority was to deepen our financial and governance expertise, which has been achieved by the recent appointment of two highly respected Independent Non-Executive Directors, Lawrie Tremaine and Ross Carroll.

In August, Justin Langer AM resigned from the Board due to his expanding commitments in senior coaching roles and other professional obligations. We are currently working with high caliber candidates to continue the ongoing refresh.

To further strengthen governance, in April 2025 we established the role of Director of Governance and Compliance, appointing Kate Barker, who now has a direct reporting line to me as Chair.

Since my appointment, we have also continued to engage with Elizabeth Broderick & Co (**EB&Co**) on leadership, governance and culture. EB&Co undertook an initial engagement earlier this year for the prior Ethics and Governance Committee. We are currently engaging with EB&Co to expand that assessment and work on outcomes, recommendations and action plans which we will share at the appropriate time.

In addition, we have engaged King & Wood Mallesons to review our overarching governance framework and provide a gap analysis to ensure we implement best-in-class governance practices. We will share outcomes and our action plan in due course following this review, which is expected by the end of September.

In my experience, strong governance is an accelerator – not a barrier – to entrepreneurialism and high performance – driving alignment, empowerment and accountability. Your Board remains fully committed to the highest standards of transparency and accountability.

Leadership succession

I appreciate that shareholders are looking for clarity on succession planning for founder and Managing Director Chris Ellison.

My focus as Chair is on ensuring that Chris' succession is robust and carefully planned in the best interests of our shareholders and our people. This must be a process, not an event.

Chris remains integral to this process, working closely with the Board and myself to ensure it is conducted in an orderly, professional manner with Chris' support.

Financial discipline and capital strength

A strengthened balance sheet, through disciplined capital allocation and prudent financial management, remains a top priority. Consistent with our focus on the balance sheet, the Board has elected not to declare a final dividend.

With Onslow Iron ramping up and generating material positive cash flows, and capital spend reducing significantly over the next two years, we expect to see accelerated organic deleveraging, with leverage to decline towards our 2x target.

As I shared upon my appointment, with adequate liquidity and no near-term pressure from debt maturities or financial covenants, in the Board's view there is no present need to raise equity. While we continue to review options to reduce our gross debt level, our focus remains on creating additional value for our shareholders.

On this front, we are actively exploring opportunities to accelerate our deleveraging inorganically. MinRes has a demonstrated track record of disciplined asset recycling, and we continue to assess avenues for inorganic deleveraging to strengthen our capital position and maximise returns for shareholders.

The Board now comprises directors with significant prior experience as chief executive officers and/or chief financial officers, giving you confidence that disciplined capital allocation and financial oversight will be a key focus going forward. In line with strengthened governance capabilities, the Board has tasked management to review our capital management framework and policies. We look forward to providing an update on our evolving approach and priorities at the upcoming Annual General Meeting.

Delivering Onslow Iron

Onslow Iron underpins our future as a resilient, low-cost, long-life operator. In just under two years from breaking ground at the Ken's Bore mine, the speed and scale of progress have been remarkable.

Onslow Iron has progressed from a greenfield site to a fully operational, world-class iron ore operation – complete with new mine, 150km private heavy-haul road, infrastructure and maintenance facilities to support 300 tonne jumbo road trains, a purpose-built port and bespoke transhippers, resort-style accommodation for the FIFO workforce and dedicated MinRes Air services delivering exceptional reliability.

I want to thank everyone who delivered this project and the around 1,500 MinRes people now operating Onslow Iron for their ongoing dedication, determination and commitment.

Onslow Iron is a generational asset that will underpin organic deleveraging of the balance sheet, drive the next phase of long-term growth for our mining services business and deliver earnings, cash and balance sheet strength to capture future projects.

Rebuilding trust

The challenges and disappointments of the past year are clear. I acknowledge the negative headlines, regulatory scrutiny and the erosion of confidence. Our response is now driving meaningful change. We are rebuilding the Board, resolving legacy related party transactions, enhancing disclosure to the market and advancing an independent governance review with King & Wood Mallesons and culture review with EB&Co.

Looking ahead, we are focused on delivering our commitments safely while maintaining MinRes' innovative, entrepreneurial spirit.

On behalf of the Board, I thank shareholders, employees, communities and partners for your patience and support in this period of change. Ultimately, we will be judged on our actions and results, not our words. That is how we intend to measure ourselves.

With a renewed Board, strengthened governance, an improving balance sheet and growing long duration earnings from mining services, MinRes is well positioned to restore trust and deliver enduring value for all shareholders.

Malcolm Bunday

Independent Non-Executive Chair

MINRES MANAGING DIRECTOR CHRIS ELLISON:

This has been a tough year for our shareholders and our people.

As Mal has covered in his comments on governance, we are committed to lifting standards by strengthening Board independence and improving transparency. The management team and I are working closely with your new Board to regain trust and deliver the full potential of this great company. I'm confident the changes we're making sets MinRes up for a strong future.

Looking back on the last two years, I also acknowledge that we got the lithium price wrong, and our earnings and net debt levels have been greatly impacted. I've been in the lithium business for 16 years, but I did not foresee that we'd face prices in the US\$500-600/t range again in my lifetime. Our focus of late has been on cost and performance to ensure the business is set up through the cycle, and we've made a lot of progress.

During this tough year, the support from our shareholders and partners has been invaluable and I'm proud our people remained focused on the right things – safely delivering on our promises and exceptional performance to create lasting shareholder value.

It's more than 30 years since I founded the business that would grow into MinRes. At the time, I was determined to build something enduring and to do things differently.

Fast forward to today – MinRes employs more than 6,800 people, has weathered commodity and economic cycles and is anchored by non-cyclical earnings from our Mining Services business. It's unique in the sector, with unrivalled internal capability to deliver and operate projects and create value where others can't.

Onslow Iron

After many achievements since listing on the ASX in 2006, the delivery of Onslow Iron is our biggest yet. This is not just another project – it's a multi-decade asset that will underpin MinRes for years to come.

Our vision for Onslow Iron was ambitious – to unlock an entire new iron ore mining region in the West Pilbara. Many thought it was too remote, expensive and complex. We've proved otherwise. In just two years, we progressed from our investment decision in August 2022 to constructing the pit-to-port supply chain, delivering first ore on ship in May 2024.

As with any new project of this size, there were challenges during commissioning. Damage to the private haul road has been well publicised, but our team acted quickly to future-proof the asset. Despite the roadworks, the project's ramp-up has progressed successfully and operated at an annualised run-rate of 35Mtpa in the four weeks to 27 August 2025. This strong performance is in line with guidance for achieving nameplate capacity in Q1 FY26.

Given the magnitude of the project, I want to acknowledge what our teams have achieved at Onslow Iron in just 24 months:

- Delivered a fully operational mine site from the ground up, including crushing, stacking, storage, laboratory, load-out and maintenance infrastructure to support more than 35 million tonnes per annum.
- Developed resort-style accommodation and facilities for our FIFO workforce – setting a new benchmark for employees in a highly competitive race for talent.
- Launched MinRes Air in July 2024, providing a competitive advantage by ensuring comfortable, efficient access to and from site. More than 1,000 flights were completed in the first year, delivering a 98-100% on-time record, supporting operational excellence.
- Commissioned 140 jumbo road trains and full 20-bay truck maintenance facility.
- Constructed a 150km private haul road to carry 300 tonne payload road trains – an industry-first globally, with the upgrade scheduled for completion by mid-September 2025.
- Established a complete port/marine operation: truck unload, storage, reclaim, transhipper load out, and designed, built and commissioned five transhippers, with two more due to arrive in 2026.

At today's iron ore price of around US\$100 per tonne and a 35Mtpa run rate, our total attributable EBITDA from Mining Services will each year contribute EBITDA in excess of \$400 million, and iron ore over \$900 million. In addition, we will receive approximately \$800 million from our JV partners via the carry loan arrangement and up to \$1.3 billion from Morgan Stanley Infrastructure Partners, with these inflows enhancing returns we generate from Onslow Iron.

While the immediate focus is to achieve our FY26 volume guidance at Onslow Iron, we have a clear pathway to operate Onslow Iron above nameplate with minimal additional capital investment. After upgrading the private haul road, the main constraint will be the size of our transhipper fleet. With the sixth transhipper arriving in Q4 FY26, the project's installed capacity is set to increase beyond 35Mtpa.

Mining Services

The Mining Services business continues to be the bedrock of MinRes.

At our IPO in July 2006, Mining Services contributed a little over \$20 million in EBITDA. Once Onslow Iron is at a 35Mtpa run rate, this whole business will contribute over \$800 million in EBITDA. This represents a 19% CAGR over the approximately 20-year period it has taken to achieve this.

Over decades, we have built a premium mining services business servicing the world's largest players across a variety of commodities. More than 85% of our contracts are life-of-mine, many with terms extending beyond 15 years with inbuilt indexation.

These contracts give us stability through commodity cycles, underpin our earnings and enable us to take on large-scale projects with confidence.

FY25 proved to be another strong year of progress, with record Mining Services earnings and volumes. We had three new contract wins and six renewals with leading miners reflecting MinRes' reputation for safe, innovative and reliable services.

The market for integrated mining infrastructure solutions remains very strong and we are well placed to capitalise on this trend in the years ahead.

Lithium

The lithium market remains volatile, but the bigger picture has not changed – the global shift to clean energy requires an incremental, sustained increase in lithium supply. Our approach to lithium is to optimise performance and efficiency at our world-class assets to ensure we deliver value through the cycles.

We responded decisively to market conditions in FY25 by reducing costs at Wodgina and Mt Marion and by placing Bald Hill into care and maintenance to preserve value. Through this cycle, we have maintained operational flexibility and optionality with the support of our joint venture partners to ensure we are positioned strongly for when the lithium market turns.

As a result, Wodgina and Mt Marion have seen steady improvement. Wodgina, only having transitioned off of care and maintenance three and a half years ago, has never performed better. The more work we undertake on both the ore body and the plant, the more shareholders will benefit from what is one of the world's great bottom-quartile lithium assets.

Iron Ore

As part of our transition to low-cost, long-life iron ore operations, we made the strategic decision to wind up the Yilgarn Hub after 14 years. The sale of the assets in June was a positive outcome for both MinRes and the region, ensuring the mines will continue to operate into the future.

At the Pilbara Hub, preparations are well advanced to transition production from Wonmunna to the Lamb Creek deposit. With final approvals expected shortly and construction set for Q2 FY26, we anticipate first ore in the second half of the financial year. Lamb Creek extends the Pilbara Hub's life to at least five years and provides options for further growth. While it is a higher cost asset when compared with Onslow Iron, Lamb Creek also provides mining services earnings and a less than two-year payback on the investment at current prices.

Looking ahead

FY25 was about making progress and delivering Onslow Iron, strengthening our Mining Services business and navigating the lithium market with discipline and a long-term focus.

Changes across our operations led to tough but necessary decisions affecting our workforce. We ended production in the Yilgarn, placed Bald Hill into care and maintenance and wound down Onslow Iron construction. This meant adjusting site and head office teams to match MinRes' operational requirements.

Against this backdrop, we finished FY25 with operational momentum across all our divisions, which is a testament to the drive and commitment of our people.

Our near-term priorities are clear – operate Onslow Iron at its steady-state 35Mtpa nameplate capacity, lift our governance standards, strengthen our balance sheet, continue to grow our world-class Mining Services business and invest strategically across lithium to optimise returns.

Thank you for your belief in MinRes.

Chris Ellison
Managing Director

ENDS

This announcement dated 27 August 2025 has been authorised for release to the ASX by the Board of Mineral Resources Limited.

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About Mineral Resources

Mineral Resources Limited (ASX: MIN) (MinRes) is a leading diversified resources company, with extensive operations in lithium, iron ore, energy and mining services across Western Australia. For more information, visit www.mineralresources.com.au.