

2024 Annual Results Investors Presentation

April 15, 2025



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01 Company Profile

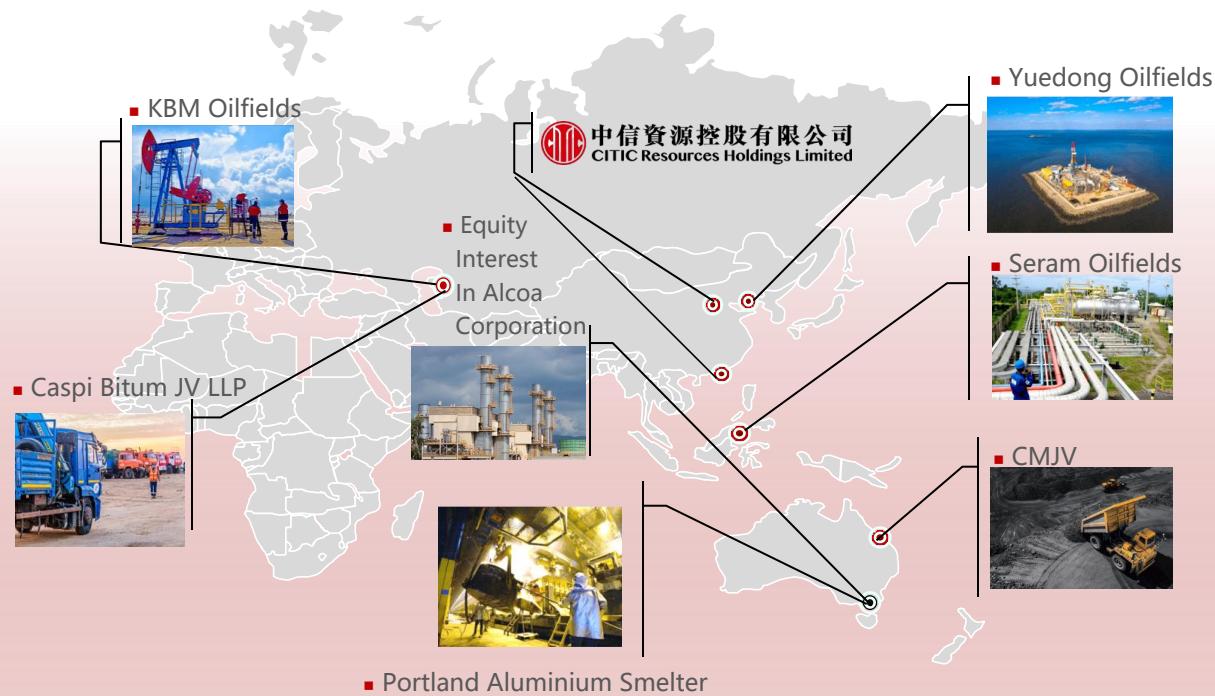
1.1 Corporate Overview

- CITIC Group became the controlling shareholder of CITIC Resources, formerly known as 'South East Asia Wood Industries Holdings Limited', through share subscriptions, the exercise of convertible bonds, and the injection of CITIC Australia's assets between 2001 and 2004.
- CITIC Resources is 59.5% held by CITIC Corporation, 10.01% held by TIHT* and 30.49% publicly floated.
- As at December 31, 2024, CITIC Resources had total assets amounted to HK\$12.67 billion, with annualized ROE at ~7.2%.
- Operational performance remains stable (meeting expectations), boasting ample liquidity and healthy asset quality.

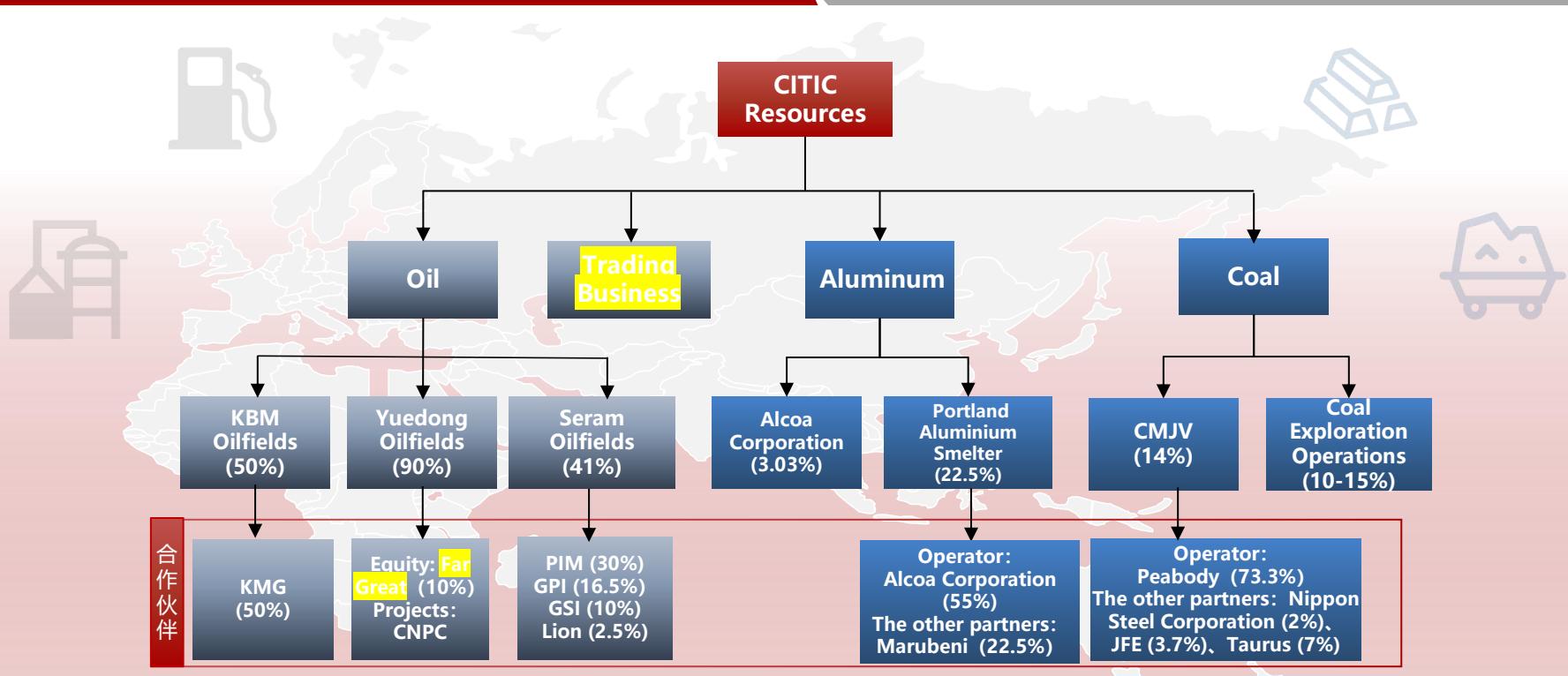


1.2 Our Business

- Primary Operations: **Oil & gas exploration/trading, aluminum-focused mineral development/trading, and new energy development.**
- Current Business Structure: Includes 3 upstream oil & gas assets, oil & gas trading, and metal & mining investment operations.
- Geographic Footprint: Operations in **China, Australia, Kazakhstan, and Indonesia** — primarily along “Belt and Road” .



1.2 Our Business (cont'd)



1.3 20-Year Development Journey

Please check the terms

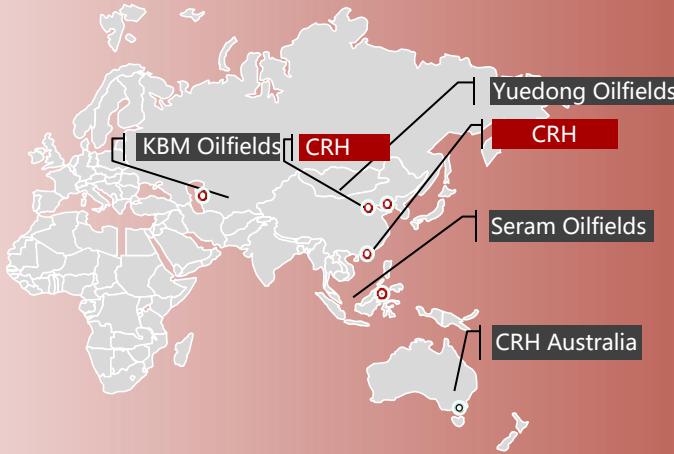
2004	2005-2006	2006.11	2007.5	2007.12	2010.11	2011.10	2013.2	2013.3
CITIC Limited Became Controlling Shareholder	Joint Venture Established with CITIC United Asia & Guangxi Dameng	Acquisition of 51% Interest in Indonesia's Seram Oilfields	Acquisition of 90% Interest in Yuedong Oilfields	Acquisition of 50% Voting Rights Interest in KBM Oilfields	Spin-off and Listing of CITIC Dameng	Sale of 100% Shares in Macarthur Generated a pre-tax gain of HK\$ 3.786 Billion	Acquisition and Gradual Share Increase in AWC to 9.68%	Acquisition of Additional 7% Interest in CMJV
2015.6	2018.5	2019	2020.12	2021.8	2022	2023	2023	2024
KBM Oil Development Contract Extended by 15 Years to 2035	Seram PSC Extended by 20 year to 2039	Revised Development Plan for Yuedong Oilfields Approved & Implemented	Sale of 34.98% Shares in CITIC Dameng Recovered over HK\$1 Billion	KBM Oilfields Completed Bundled Acquisition of Asphalt Plant & UTT	Strategic Adjustment: Exit from Australian Steel Trading Business	Strategic Planning: Pre-Launch Phase of Global Oil & Gas Trading Business	Core Business Framework Finalized with Clear Development Priorities	Completion of Alcoa-AWC Share Exchange Transaction



02

Overview of Business Performance

2.1 Operational Summary



Existing Assets

- Consistently optimizing cost and enhancing efficiency, implementing lean management across production and sales, establishing long-term mechanisms, adopting applicable advanced technologies and processes, and **actively building a technical foundation and cost advantages for sustainable development of existing assets**.
- Using product shares from upstream investments for risk-controlled international commodity trading, building an integrated oil & gas trading and service platform to diversify revenue streams.



- ◆ Revenue: ~HK\$9.5 billion (+148.3% YoY)
- ◆ Profit attributable to ordinary shareholders: ~HK\$572.6 million
- ◆ Debt & Returns: Interest-bearing debt ratio reduced to ~15.5%; ROE reached ~7.2%
- ◆ Group Performance: Steady improvement with revenue and profit both increasing, [meeting/exceeding] targets and achieving [breakthroughs/milestones].

New Investments



- Leveraging CITIC Group's resources, actively expanding strategic partnerships and pursuing targeted investment opportunities.
- Focused on **mid-upstream aluminum resources, high-quality oil & gas assets, and new energy materials**, building a sustainable growth path to enhance business resilience and long-term value creation.

2.1 Operational Summary (cont'd)

Oil and Gas Business

- Achieved equity production of approximately 9.5 million barrels, representing a year-on-year increase of ~3.0%
- Achieved annual revenue of ~HK\$1.4 billion and contributed ~HK\$338.0 million to net profit attributable to ordinary shareholders of the Company
- Operated smoothly, increasingly proficient in exploring, developing and managing existing oilfields
- Enhanced efficiency of reserve development, both reserves and output increasing to enhance the market value of equity oil in a diversified way

Non-oil-and-gas Business

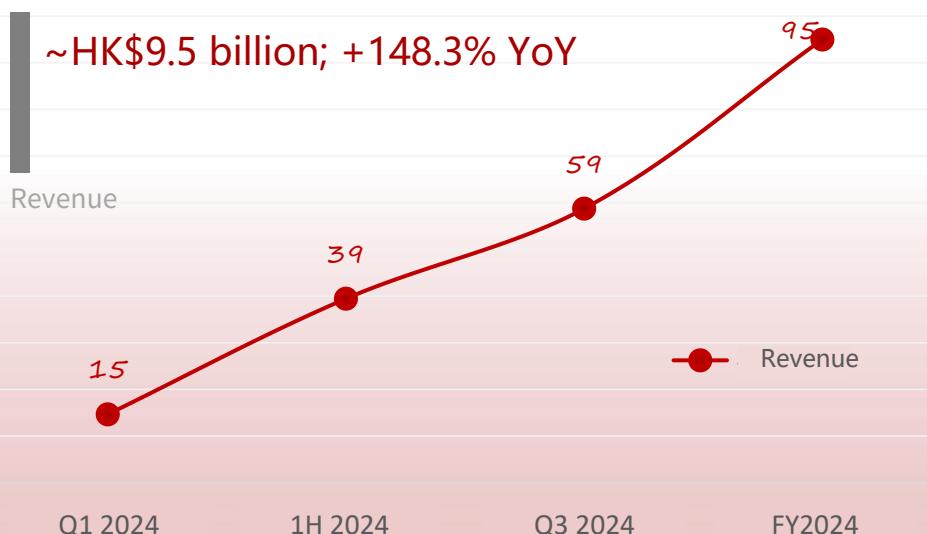
- Achieved annual operating income of approximately HK\$2.2 billion and contributed around HK\$198.2 million to the net profit attributable to ordinary shareholders of the Company, turned around to profit
- Transferred interest in AWC, considering interest in Alcoa Corporation shares not being on the right track, achieved post-tax profit of approximately HK\$114.4 million
- Steadily facilitated capacity recovery of Portland Aluminium Smelter and signed a new hedging agreement with independent electricity suppliers
- Fully exercised shareholder rights to assist CMJV's coal business in resolving capacity bottleneck issues

Oil and Gas Trading Business

- Steady Growth: Achieved 9.59 million barrels in trade volume.
- Revenue: Generated ~HKD 5.93 billion in operating income.



2.2 Highlights of 2024 Annual Results



Revenue

- Oil & Gas Trading Business had a strong start, emerging as a new revenue growth driver.



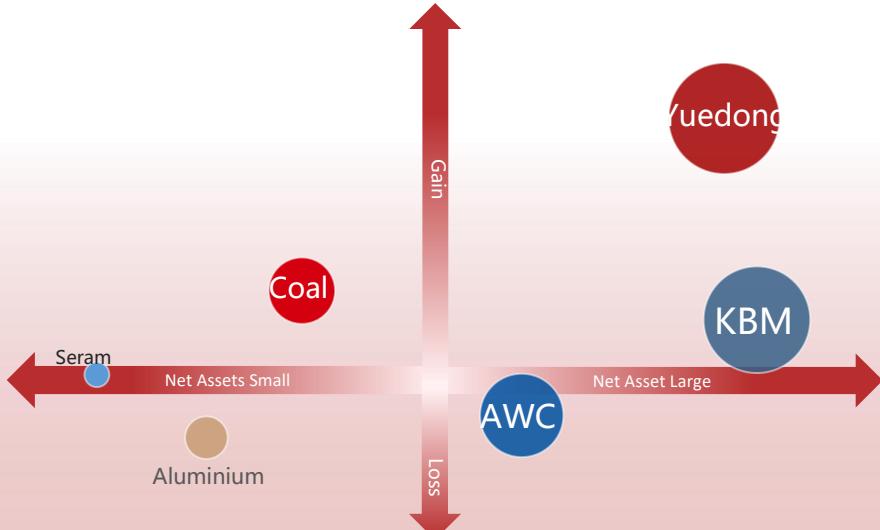
Profit

- Achieved full-year **net profit attributable to ordinary shareholders of the Company** of HK\$573 million, thanks to stable operation of existing businesses.
- Completed the AWC share exchange transaction, contributing positively to profit attributable to ordinary shareholders **of the Company**.

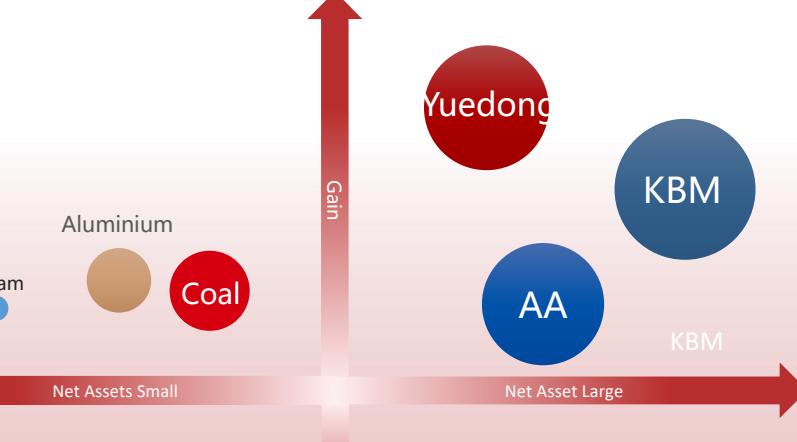


2.2 Highlights of 2024 Annual Results (cont'd)

Net Asset Scale and Profit Distribution in 2023



Net Asset Scale and Profit Distribution in 2024



- **Consolidated Foundation of High-Quality Projects:**

- Yuedong Oilfields: Still the main source of profit and current star project. Increasing reserves and production remains main theme of development.
- KBM Oilfields: Has huge potential for further development, necessary to continuously advance refined management of reservoirs and deepen various measures to reduce costs and increase efficiency.
- Alcoa Corporation Investment: Stable dividends. Will continue to manage Alcoa Corporation stock effectively in the future.

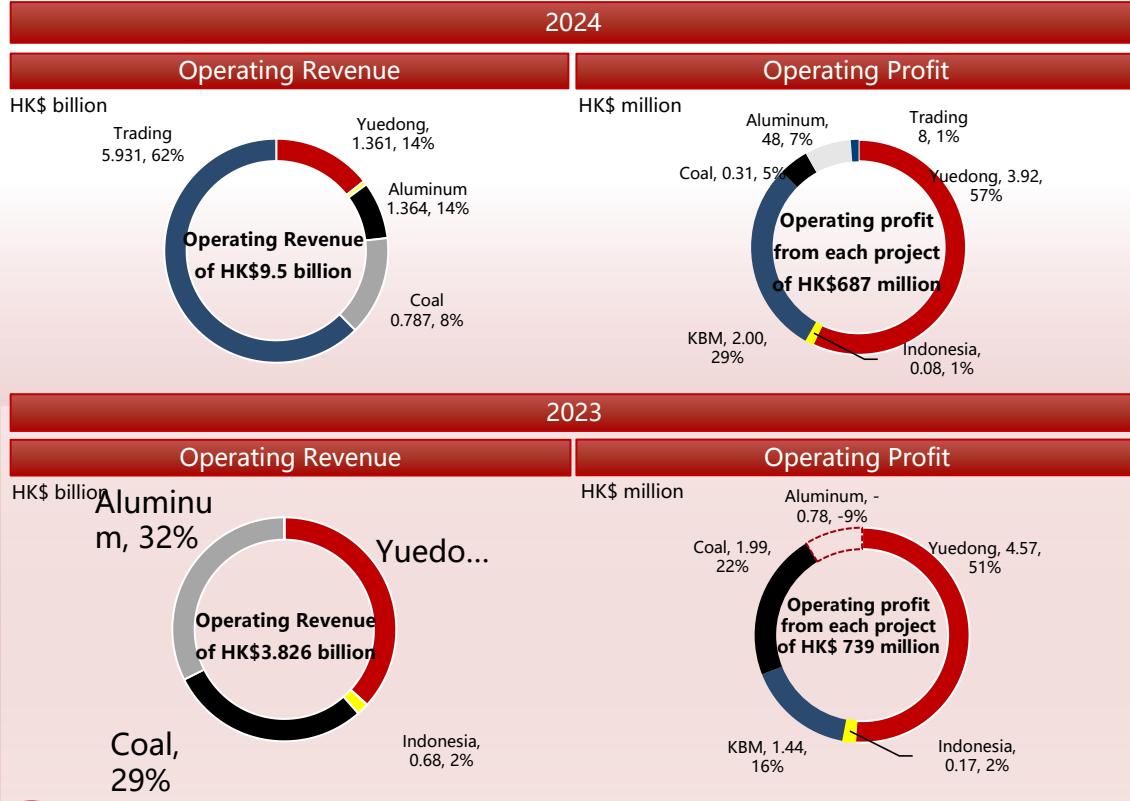
- **Improved Potential Projects:**

- Coal Business: From a macro perspective, improved medium- and long-term planning, enhanced coal production and sales volumes, and required operators to strictly control production costs.
- Electrolytic Aluminum Business: Fully exercised shareholder rights to properly address procurement of raw material alumina.
- Seram Oilfields: Planned and implemented all necessary measures for sustainable operations.



2.3 Breakdown Analysis

Please confirm the terms



Revenue

- Revenue from oil and gas trading business reached ~HK\$ 5.93 billion, accounting for 62% of total revenue.
- In the past few years, crude oil, aluminum, and coal businesses have contributed relatively consistent revenues.



Profit

- In 2024, profit contribution from crude oil business was higher than that from non-oil businesses.
- In 2025, efforts to control costs, expand reserve and enhance production will continue with crude oil projects, aiming to raise the profit contribution.

2.4 Other Key Financial Indicators

Please double check the figures

Cash Flow Metrics

- **EBITDA: HKD1.472 billion**
- **Operating Cash Flow: HK\$881 million**
- **Free Cash Flow: HK\$504 million**
- **CAPEX: HK\$381 million**, within budget framework.
- **Financial Optimization:** To reduce financial expenses and optimize loan structure, **RMB1.21 billion loans been used to replace high-interest US dollar loans**, significantly reducing financial costs.

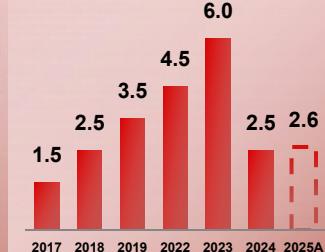
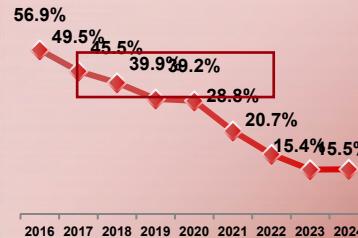
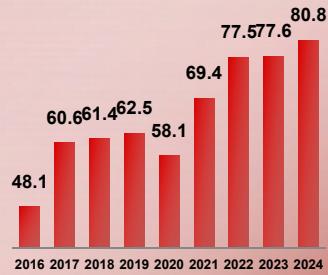


Balance Sheet Metrics

- Interest-bearing debt at end of 2024 was higher than that at the end of 2023, primarily due to the need to increase and maintain interest-bearing debt at a reasonable level and prepare for potential new project investments.
- The debt-to-asset ratio and interest-bearing debt ratio at the end of 2024 were essentially the same as at the end of 2023, standing at 35.2% and 15.5%, respectively, both at historically favorable levels.
- ROE for 2024 reached 7.2%, in line with the budget.

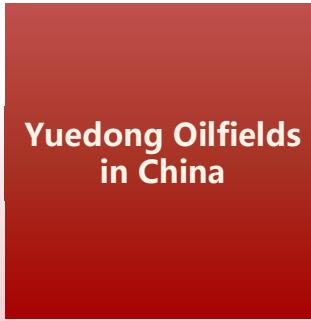


Other Key Financial Indicators	2024	2023
Cash Flow Metrics (HK\$ hundred million)		
EBITDA	14.72	13.43
Operating Cash Flow	8.81	11.82
CAPEX	3.81	3.72
Free Cash Flow	5.04	3.39
Balance Sheet Metrics		
Total Assets	126.73	116.24
Interest-bearing Debt	19.69	17.90
Net Assets Attributable to Ordinary Shareholders	80.83	77.62
Current Ratio	1.34	1.72
Debt-to-asset Ratio	35.2%	32.5%
Interest-bearing Debt	15.5%	15.4%
ROE	7.2%	7.1%



03 Overview of Business Segments in 2024

3.1 Oil and Gas Development and Trading Business



3.1.1 KBM Oilfields

Please confirm if it should be Oil Field/
Oil Fields/ Oilfield/ Oilfields

Overview

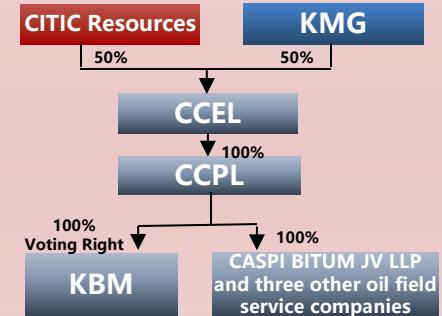
The headquarters of KBM Oil Field Company is in the city of Aktau, Kazakhstan. With the total area of its oil field contract block spanning 160 km², it is **the eighth-largest oil field in Kazakhstan**.

- **KBM Oil Field Profile:** At the end of 2006, CITIC Group acquired 100% equity interest in KBM Oil Field and came April 2007, CITIC Group transferred 50% equity interest in the KBM project to CITIC Resources and the remaining 50% to KazMunayGas (referred to as "KMG"), the national oil company of Kazakhstan. Comprising an oil company and three oil field service companies, KBM produces mainly crude oil, deasphalting oil, and road asphalt.
- **CASPI BITUM JV LLP Profile:** CITIC Resources also holds a 50% equity interest in the Caspian Asphalt Plant. The plant processes approximately 1 million tons of crude oil annually, producing 350,000 to 450,000 tons of road asphalt. In 2021, CITIC Resources and KMG signed a package agreement under which the latter acquired 100% equity interest in the asphalt plant.
- In 2024, KBM's attributable production reached 7.194 million barrels, making net profit attributable to the parent company of approximately HK\$200 million.

Field Pictures



Structure of Equity



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CITIC Resources Holdings Limited

3.1.2 Yuedong Oilfields

Please confirm if it should be Oil Field/
Oil Fields/ Oilfield/ Oilfields

Overview

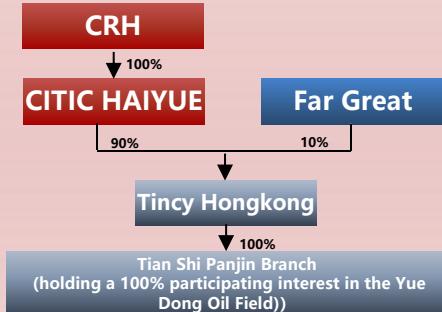
Yuedong oilfield is at about 40 kilometers south of Panjin City, Liaoning Province, in Bohai Bay's Liaodong Bay. It operates four artificial island platforms, 40 kilometers of subsea pipelines and cables, an onshore terminal processing station, and a substation.

- Profile:** Registered in Hong Kong January 15, 2003, Tincy Group Energy Resources Limited ("Tincy") signed the 30-year "Oil Development Contract for the Hainan-Yue Dong Block in the Bohai Bay Basin of the People's Republic of China" with China National Petroleum Corporation on February 24, 2004. In October 2007, CITIC Resources acquired 90% of the equity interest in Hong Kong-based Tincy. **The oil field began full-scale production in 2014.**
- In 2024, the attributable production of Yue Dong Oil Field reached 2.171 million barrels, recording net profit attributable to the parent company of HK\$340 million.

Field Picture



Structure of Equity



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CITIC Resources Holdings Limited

3.1.3 Seram Oil Field

Please confirm if it should be Oil Field/
Oil Fields/ Oilfield/ Oilfields

Overview

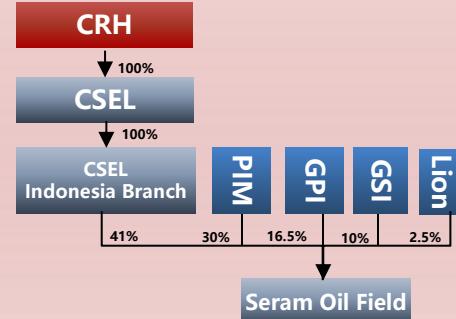
Headquarters in Jakarta, Seram oil filed is on Seram Island in the northeastern part of Indonesia.

- Profile:** In November 2006, CSEL, a wholly-owned subsidiary of CITIC Resources, acquired 51% interest in the PSC contract for the Seram Non-Bula Block in Indonesia and became the operator. In February 2018, at government recommendation, CSEL transferred 10% of its interest to GHJ Company (a local Indonesian company). CITIC Resources currently holds 41% interest in the Seram Oil Field. In the same year, the project had its production permit **extended by 20 years to October 31, 2039.**
- In 2024, the attributable production of the Indonesian oil field was 117,000 barrels, with net profit attributable to the parent company reaching approximately HK\$1.667 million.

Field Picture



Structure of Equity



3.1.4 Trading Business

Overview

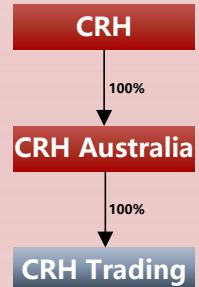
In 2023, CITIC Resources set up a Trading and Marketing Department to champion its “investment + trading” dual-emphasis development model. It completed formulating trading business systems and processes, approving trading counterparties, and setting trade financing limits. **It also quickly completed KYC (Know Your Customer) with several crude oil traders and major oil companies and forayed into the oil and gas trading circle.**

- **Project Progress:** In 2024, oil and gas trading business brought in annual revenue of HK\$5.93 billion.
- **Business Features:** At the beginning of the business, the Company launched a low-risk crude oil trading business. In the foreseeable future, with more trading performance gathered and efforts to improve its trade risk control system, **it plans to directly obtain first-hand resources from crude oil producers and conduct proprietary physical position trading business.**
- **Other Benefits:** Based on local conditions, the Trading and Marketing Department works with various oil field projects to enhance the sales price of attributable oil. It has also expanded the sales channels for attributable oil from the Yue Dong Oil Field, prompting current customers to increase crude oil prices. It foresaw the adverse impact of the high-sulfur oil pipeline in North America when completed and secured a three-year crude oil sales tender for the Seram Oil Field, locking in future revenue. It actively explored new sales channels and directions for crude oil from the KBM Oil Field to diversify and enhance the market value of attributable oil.

Field Picture



Structure of Equity



3.2 Non-oil-and-gas Business



Portland
Aluminium
Smelter
joint venture



CMJV



Equity Interest
in Alcoa
Corporation



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3.2.1 Portland Aluminium Smelter Joint Venture

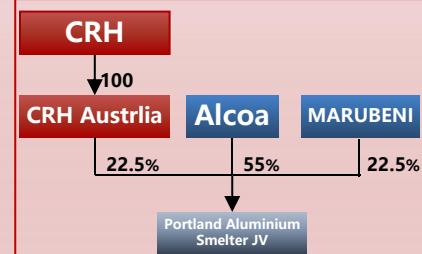
Overview

- In Portland, Victoria, Australia, the Portland Aluminium Smelter utilizes Alcoa Corporation 's unique aluminum smelting and flue gas emission control technologies. **It has been operating in good condition for 34 years and was once one of the world' s most technologically advanced and lowest-cost aluminum plants.** In 2022, it enhanced production, increasing annual aluminum ingot output from 300,000 tons to 360,000 tons. Its production capacity, which dropped because of an anode incident in 2023, is expected to restore by 2025.
- CITIC Resources holds 22.5% participating interest in the electrolytic aluminum smelter joint venture. The smelter purchases alumina and produces aluminum ingots, generating revenue of HK\$1.42 billion in 2024.
- In 2024, the Portland Aluminium Smelter made significant progress in capacity recovery with demand for aluminum driven by new energy vehicles. Insufficient global electrolytic aluminum capacity, however, led to tight supply and a rebound in electrolytic aluminum prices. The company sold approximately 63,000 tons of electrolytic aluminum, 6.0% less than a year ago. The average selling price however increased by 17.1% to about USD2,763.5 per ton. Rising alumina prices squeezed profit margins, resulting in net profit attributable to the parent company of about HK\$50 million, a year-on-year drop of about 66.0%.
- The company made steady progress in facilitating the capacity recovery of Portland Aluminium Smelter. Through strategic measures such as entering into a new hedging agreement with independent electricity suppliers, the company capitalized on the favorable market conditions resulting from the rebound in aluminium prices.

Field Picture



Structure of Equity



3.2.2 Coal

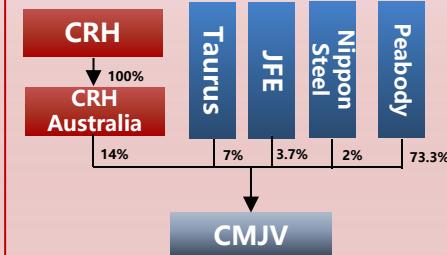
Overview

- Operated by BHP Billiton in Queensland, Australia, CMJV Coal Mine is **one of the main suppliers of pulverized coal to the global seaborne market**. The project has total resources of approximately 4 billion tons and an annual production capacity of about 6 million tons. Pulverized coal is a low-cost alternative to hard coking coal used in metallurgy.
- CITIC Resources Australia holding 14% interest in the project is entitled to approximately 800,000 tons of coal products annually.
- CITIC Resources holds a 14% participating interest in CMJV and interests in several Australian coal exploration projects. A major producer of low-volatile pulverized coal for the international seaborne market, CMJV generated revenue of HK\$810 million in 2024.
- In 2024, coal prices remained weak. The average selling price of CMJV's coal was approximately USD168.6 per ton, a decrease of 22.1%. Plus, affected by major repairs to transport railway and damaged port loader, CMJV's annual coal sales volume was 599,000 tons, down by 8.8%. The company's coal business made net profit attributable to the parent company of about HK\$30 million, a decrease of 88.6%.
- The company will fully exercise its shareholder rights, and actively coordinated resources to assist CMJV's coal business in resolving capacity bottleneck issues.

Field Picture



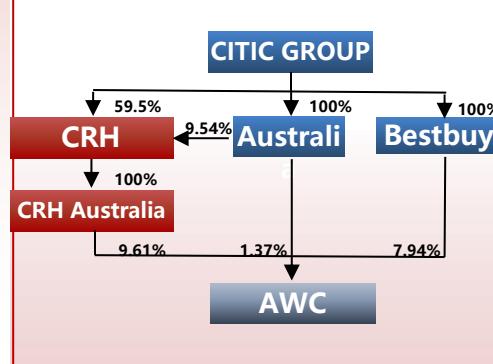
Structure of Equity



3.2.3 Equity Interest in Alcoa Corporation

The Previous Equity Structure of AWC

- Between 2013 and 2016, CITIC Group and CITIC Resources began to acquire and subsequently increase their holdings in AWC. Their combined shareholding gradually reached 19.06%, becoming the largest shareholder.
- In 2020, due to non-participation in the equity dividend plan, CITIC Resources' shareholding dropped to 9.61%. The company's shareholding decreased to 18.92%, making it the second-largest shareholder.
- AWC:** AWC is an alumina limited company listed on the Australian Stock Exchange, holding 40% interest in AWAC Company. **AWAC's annual bauxite mining volume is approximately 40 million tons, with alumina production of about 10.3 million tons. This accounts for 59% of Australia's total alumina production and 8% of the world total.**



Strategic Equity Swap Acquisition for Alcoa Corporation

- Transaction Mechanism: Executed 100% acquisition of AWC via share swap arrangement (0.028 Alcoa shares per AWC share) through new stock issuance
- Post-Transaction Ownership:
 - AWC shareholders: 31.56% stake in merged entity via ASX-traded CDIs
 - CITIC Resources Holdings: 3.03% retained interest
- Accounting Treatment: Classified as financial assets at FVOCI, with subsequent remeasurement linked to Alcoa's share price fluctuations
- Financial Impact: Recognized HK\$ 110 million post-tax gain



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CITIC Resources Holdings Limited

04 2025 Plan and Outlook

3.1 Consolidate Existing Business

- In 2025, prices of crude oil, aluminum, coal, and other bulk commodities will face increasing downward pressure. Greater effort will be made by the different projects in expanding reserve, enhancing production, improving quality and efficiency, and controlling cost to ensure all budget targets are met.

- Strengthen Cost Control
- Promote New Process Technologies
- Expand Reserve and Enhance Production



3.2 Expand “Trading + Investment” Dual Emphasis

■ “Three-Step” Strategy for Oil and Gas Trading Business:

Start with low-risk operations, scale up to secure first-hand oil sources, and ultimately conduct proprietary physical position trading.

Phase I:

- 1) Over a two-to-three-year period, carry out low-risk “back-to-back” oil and gas trading operations to establish and refine the oil and gas trading team and processes.
- 2) Enhance collaboration with oil field projects and explore feasibility of self-marketing or price hikes for the allocated crude oil.

Phase II:

- 1) Over a period of 2-4 years, steadily expand trading volume, a strategic move to foster a notable market standing and competitiveness to the end of optimizing profit margins.
- 2) Conduct quality market research as a market vanguard to facilitate acquisition of high-caliber assets.

Phase III:

After three-to-five-year gaining a comprehensive understanding of the oil and gas trading operation model, with approval obtained, can gradually initiate trading business with positions to increase profit.

- **Investment Strategy:** Conduct in-depth research on upstream and mid-stream resources in the aluminum industry, high-quality mineral resources like oil and gas, and new energy materials.

Investment Criteria

- **Targets’ Status:** Operational or Under Construction (Nearing Production)
- **Targets’ Type:** Synergistic with existing business portfolio
- **Targets’ Region:**
 - Prioritize “Belt and Road” countries
 - Adhere to “No High-Risk Zones” principle (avoid politically unstable/conflict areas)
- **Counterparty Screening:**
 - Industry-leading influence;
 - Proven track record in operating similar projects

Threshold Thinking

- **Pre-Investment Due Diligence:** Risk Identification & Rights Protection
- **Post-Investment Management:** Embedded Oversight & Value Creation
- **Strategic Industrial Upgrades:** Future-Proofing Competitiveness
 - Pursue industrial upgrades in multiple fields, including [going green and electric], industrial chain extension, and cutting-edge primary aluminum manufacturing.

3.3 Enhance Triple Management Pillars



Enhance Project Operational Excellence

- Risk Mitigation Framework: Zero occurrence of major safety or environmental incidents;
- Stakeholder Rights Protection: Proactive management of shareholder affairs and public relations;
- Compliance Governance: Rigorous oversight of procurement processes, marketing budgets, and overseas anti-corruption compliance;
- Expand Resources & Optimize Production: Advance geological and reservoir research methodologies, strengthen comprehensive oilfield management practices and accelerate expanding production capacity and adopting new technologies;
- Maximize Cost Efficiency & Value: Implement end-to-end process controls and milestone-driven performance tracking.

Enhance Capabilities to Optimize Market Value

- Strategic Investor Communication
- Stakeholder Profiling & Targeted Engagement
- Strategic Narrative Alignment
 - Synchronize corporate storytelling with milestone achievements of new projects.
 - Collaborate with credit agencies to refine rating methodologies to reflect operational upgrades.
 - Deploy data-driven IR analytics to quantify valuation gaps and alignment tactics.

Enhance Enterprise-Wide Risk Governance

- Risk Culture Reinforcement
- Predictive Risk Intelligence Framework
- Continuous Audit-Driven Improvement

3.4 Optimize Institutional Framework Development

1 Strengthen Audit & Compliance Architecture

- Strengthen Audit Workforce Allocation;
- Expand Audit Coverage Density;
- Optimize External Audit Leverage;
- Standardize Audit Process Architecture.

3 Talent Ecosystem Development

- Cultivate an outstanding talent pool characterized by "accountability, global vision, professional expertise, and market orientation";
- Implement effective strategies to "attract, retain, and empower top talent";
- Enhance market-driven recruitment of professionals in trade, investment, technical fields, and key operational positions;
- Establish competitive compensation packages and performance-based incentive mechanisms that align with market standards.



2 Innovation Engine Activation

- Deliver operation-driven solutions by aligning research priorities with field-specific technical challenges;
- Enforce disciplined project governance through standardized protocols for proposal vetting, approval workflows, and progress benchmarking;
- Build strategic technology pipelines, bridge the innovation gap, monetize R&D investments.

4 Smart Business-Finance Integration

- Promote integration of business operation and finance;
- Plan construction of petroleum database system;
- Build a comprehensive integrated cyber-security defense system.

05 Q & A Session

Thanks!

