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Zijin Mining Group Co., Ltd.*

紫金礦業集團股份有限公司

(a joint stock limited company incorporated in the People's Republic of China with limited liability)

(Stock code: 2899)

Announcement in relation to the Outline of Three-Year (2023-2025) Plan and Development Goals for 2030

Important notes:

1. At the second extraordinary meeting in 2021 of the seventh term of the board of directors (the “Board”) of Zijin Mining Group Co., Ltd.* (the “Company” or the “Group”) convened on 29 January 2021, the Outline of Five-Year (2+3) Plan and Development Goals for 2030 was considered and approved. Among which, the targets and tasks of Phase I (2020-2022) have been accomplished successfully. In order to adapt to the changes in internal and external situation, the Board revised and formulated the Outline of Three-Year (2023-2025) Plan and Development Goals for 2030 of the Company, which was considered and approved at the fourth extraordinary meeting in 2023 of the eighth term of the Board convened on 30 January 2023.

2. This outline plan is a document formulated by the Company based on the needs of future strategic development. The future plans, development goals and other forward-looking statements contained herein do not constitute the Company’s profit forecast or actual commitments to investors. The realisation of the outline plan is subject to the macroeconomic environment, policy environment, market price of products, exchange rate movements, project construction progress, operation management and multiple other factors and is therefore uncertain. In light of the complexity and volatility of market environment, it is possible that the Company may make corresponding adjustments to this outline plan according to the needs of development. Investors are advised to pay attention to investment risks.

I. Implementation of the plan over the past three years

From 2020 to 2022, having upheld the general work directive of “deepening reform, achieving leaping growth and sustainable development”, the Company overcame multiple challenges such as the recurrent outbreaks of global pandemics and the complicated and severe situations in global politics, economy and mining industry, and fully accomplished and exceeded the various targets and tasks of the work plan.

Completion of the major economic indicators

(RMB billion)	Operating income	Net profit attributable to owners of the parent	Total assets	Market cap as at the end of the reporting period
2019	136.1	4.3	123.8	110.1
2022	Approximately 270	Approximately 20.0	Approximately 300	260.1
Growth rate	Approximately 100%	Approximately 365%	Approximately 140%	136%

Note: Except for the market cap as at the end of the reporting period, the data for 2022 are only preliminary accounting data. Specific and accurate financial data in the audited annual report 2022 to be formally published by the Company shall prevail. Investors are advised to pay attention to investment risks.

The status of the Company in the global mining industry was significantly enhanced. The Company ranked 325th among the global listed companies in Forbes' Global 2000 of 2022 (564 places higher than that in 2019), 7th among the global metal mining corporations and 1st among the global gold corporations on the list. It also ranked 407th in Fortune 500 list of companies in 2022 and 53rd in Fortune China 500 in the same year.

Resources (including reserves) and production volume of major mineral resources (on equity basis)

	Copper (million tonnes)		Gold (tonnes)		Zinc/Lead (million tonnes)		Silver (tonnes)		Lithium carbonate (million tonnes)
	Resources and reserves	Production volume	Resources and reserves	Production volume	Resources and reserves	Production volume	Resources and reserves	Production volume	Resources
2019	57.25	0.37	1,887	41	9.74	0.41	1,861	263	/
2022	72.38	0.86	2,978	56	11.08	0.44	14,468	387	12.07
Growth rate	26%	132%	58%	37%	14%	7%	678%	47%	/

The Company is a large-scale mining company that controls the largest non-ferrous metallic mineral resources in China. Compared with industry data in 2021, as at the end of 2022, the copper, gold and zinc resources owned by the Company could enter the 7th, 9th and 7th among global listed copper, gold, and zinc companies, respectively, and the newly acquired lithium carbonate resources have placed the Company

9th among global listed lithium companies. Over the past three years, the production volume of copper and gold of the Company increased substantially. The production volume of copper increased from 370,000 tonnes to 860,000 tonnes, which could enter the top 6 among global listed copper companies; the production volume of mine-produced gold increased from 41 tonnes to 56 tonnes, which could enter the top 9 among global listed gold companies.

II. Landscape and challenges faced by the Company

The world's unprecedented changes of the century are undergoing at a faster pace. There is a certain degree of uncertainty in the landscapes of global politics, economy and mining industry. Chinese mining companies face new opportunities and challenges when they "go global". Minerals, being the "food" of industry and energy, are re-recognised as a fundamental and critical part of the national economy. The accelerated arrival of the new energy revolution in response to global warming and the implementation of "carbon peak and carbon neutral" strategy in China have brought significant opportunities for the development of strategic metallic minerals and new energy and new material industries. Most of the key minerals in China have an external dependence rate of over 50%; among the key new energy metals, copper and lithium have an external dependence rate of over 70% and 60%, respectively. The new energy revolution has created the demand for copper, lithium and other metals. Mining policies in China have become more friendly. It is expected that mineral exploration and development will enter a new era of opportunities. Strengthening domestic exploration and development as well as increasing reserves and production of important energy and mineral resources are becoming the new trends.

After 30 years of "stay enterprising, stay innovative", the Company has developed distinct competitive comparative advantages in the industry. First, the Company's comprehensive strength has been significantly enhanced. Resources and reserves of major mineral resources, such as copper and gold, and major economic indicators reached record highs several times, ranking among the leading listed mining companies in China and the top 10 in the globe. The Company's major overseas mineral resources and the production volume and profit contribution of major mineral products have overtaken domestic volumes or amounts in an all-round way. Second, the momentum of the Company's development has been strengthened significantly. A batch of world-class major projects had completed construction and commenced production successively. The Company has also accelerated the layout in the new energy and new material industry by realising a number of counter-cyclical acquisitions and investments of world-class substantial resources in copper, gold, lithium and molybdenum. Third, the Company's competitiveness in the global mining industry has increased substantially. A globalised operation and management system characterised by "streamlining, compliance and efficiency" has been formed primarily. ESG (Environmental, Social and Governance) system has been effectively enhanced, and a pool of internationalised talents has been attracted to the Company. The "development for all" concept with Zijin characteristics is recognised by the projects' host countries and communities.

The Board is of the view that the Company has established a relatively good development basis given its high growth momentum in the earlier stage. However, there are still gaps to overcome for the next three years and until the realisation of the strategic goals for 2030. The major tension of the Company at the current stage is “the tension between the increasing globalisation and restrictive domestic thinking and management style”. The major challenges which shall be responded to by the Company are: first, the highly adaptable management system for large-scale multinational mining company requires further optimisation; second, the realisation of “carbon peak and carbon neutral” has become the major task and an important challenge for the development of the Company; third, investment and costs are on an increasing trend year by year; fourth, the pulling effect of large-scale projects and the contribution of key elements of growth have been weakened; fifth, the global talent system is breaking through its development; and sixth, the ability to deal with overseas investments and operation risks shall be further enhanced.

III. Plan for 2023 to 2025 and the development goals for 2030

(I) The guiding thought

The Company shall increase the total volume and global market share of strategic minerals, adhere to the major business of mining, involve in new energy mineral resources and make appropriate investments in the new material industry, strengthen the leading position of innovation, coordinate the domestic and international markets, improve the ESG sustainability and the competitiveness in the global mining industry. The Company shall deploy “improving quality, reducing costs, boosting profitability” as the master work directive, carry out in-depth system reform with the standard of “streamlining, compliance and efficiency”, ease the tension between the increasing globalisation and restrictive domestic thinking and management style, and establish an advanced global operation and management system with Zijin characteristics. The Company shall also enhance the synergies among global talents, capital, finance, trade, logistics and culture “to be a green, high-tech, leading global mining company” by 2030, contributing “Zijin Power” to the development of the global mining industry and the beautiful life of humanity.

(II) Strategic positioning

1. Globalisation, project upsizing and asset securitisation

The Company shall adhere to the direction of globalisation, appropriately increase its investment and layout in mineral resources in China and its neighbouring countries. The Company shall adhere to grasping the big opportunities and letting go of the small ones, focus on the development and acquisition of mining projects that will have a significant impact on the Company’s future, and strive to obtain significant breakthroughs in the mergers and acquisitions and restructuring of major mining assets. The Company shall attach great importance to new energy minerals and appropriately extend its business to the related production and industries to improve the quality and efficiency of its assets. The Company shall attach great importance to the significant impact of the capital market on the development of the Company, integrate organically with the capital market, optimise the asset structure and the level of marketisation, and enhance the overall value of the enterprise. The Group’s headquarters shall gradually become the main body for the management of

major mining assets. The Company shall realise the spinning-off and listing of non-major minerals or business segments as far as possible to promote asset securitisation.

2. Focus on mining, prioritise resources and collaborative development

The Company shall adhere to mining as its core and fundamental business, focus on strategic mineral resources such as copper, gold and lithium and key new energy minerals, and take into account other minerals that are ultra-large in scale and with significant influence, appropriately extend investments in the industries related to mining and new energy. Significant synergies shall be generated between its investment in non-mining projects and its core business of mining. The Company shall adhere to the strategy of prioritising mineral resources, increase the efforts of investment to acquire strategic mineral resources, apply multiple approaches in the merger and acquisition of strategic minerals that are ultra-large in scale and with significant influence as well as the realisation of production capacity, comprehensively step up self-initiated exploration and prospecting to provide sufficient mineral resources to secure the Company's development. The Company shall promote the rapid transition of resource advantage into economic and social benefits, and attach importance to the collaborative development of the non-mining segments which relate to the mining sector to ensure the Company's sustainable growth.

3. Development for all, green and low-carbon and overall improvement of ESG level

Adhering to the tenet of mining for a better society, the Company shall supply green and low-carbon minerals for the beautiful life of humanity and increase its investment in the clean energy industry. Taking 2020 as the base year, greenhouse gases emissions per unit of industrial added value shall be decreased by 20% by 2025, and the greenhouse gases emissions per unit of industrial added value shall be decreased by 38% by 2029. Energy consumption and carbon emission indicators per unit of production shall reach the domestically leading level and internationally advanced level in the industry. By 2029, the Company shall achieve "carbon peak", certain mines shall take the lead in demonstrating "carbon neutral". By 2050, the Company shall basically achieve "carbon neutral". The Company shall insist on enhancing its environmental, social and governance (ESG) standards by referring to international standards, comprehensively improve safety and occupational health, promote a high degree of harmony and unity between the mining industry and the ecological environment, enhance a green and ecological international mining brand, and demonstrate the responsibility and commitment of a large international mining enterprise.

(III) Major production plan and targets for 2023 to 2025

This stage is the tenure of the eighth term of the Board and management. The major task is to basically resolve the major conflicts at this stage, basically establish a global operation and management system, basically resolve the issue of international talents, substantially improve key economic indicators and ESG key performance, and strive to approach the level of global leading metal mining companies. The Company shall take firm and effective measures to achieve comprehensive and efficient development of existing

mineral resources and a steady increase in production capacity; obtain significant breakthroughs in project investment and acquisitions and self-initiated geological exploration; realise mergers, acquisitions and restructurings of large-scale mining projects or companies with significant influence; significantly increase resources, reserves and production volumes of major minerals; make significant progress in the new energy and new material industry; significantly improve the strength and quality of growth of the Company; and control investment in construction and operating costs effectively; obtain important breakthroughs in new energy and new materials; further increase the market share and comprehensive indicators of major mineral products; further increase the Company's global influence, social reputation and industry recognition; and further strengthen cohesiveness within the Company and employees' senses of recognition and gain.

1. Production targets for major mineral products

		2022	2023	2025	Compound annual growth rate
Mine-produced copper	thousand tonnes	860	950	1,170	11%
Mine-produced gold	tonnes	56	72	90	17%
Mine-produced zinc/lead	thousand tonnes	440	450	480	3%
Mine-produced silver	tonnes	387	390	450	5%
Lithium carbonate	thousand tonnes	-	3	120	/
Mine-produced molybdenum	thousand tonnes	4	6	16	59%

2. Production guidelines for major refining products (including by-products)

		2022	2023	2025
Refined copper	thousand tonnes	690	850	1,050
Refined zinc	thousand tonnes	320	310	490
Refined gold as by-product	tonnes	26	27	27
Sulphuric acid	million tonnes	3.21	3.20	4.47

3. Plan for installed capacity generated from green energy

(MW)	2022	2023	2025
Power generated from green energy	148	350	900

Note: In light of the complexity and volatility in the market environment, the above production guidances are the Company's guiding indicators, which are uncertain and do not constitute any commitment to the realisation of production volume. The Board may adjust the production plan based on changes in actual circumstances. Investors are advised to pay attention to the relevant risks.

(IV) Long-term plan for 2030

The mining segment shall continue to develop while the new energy and new material segment shall become the new growth driver. The Company shall rank among the leading global mining companies in terms of resources and reserves controlled, production volume and sales revenue of major products, asset size, profit and other comprehensive indicators. The Company's major economic indicators and the production volumes of mine-produced copper and mine-produced gold shall occupy the first 3-5 places globally, while lithium shall occupy the top 10 places globally. Based on the continuous expansion of the Company's scale, the Company shall achieve carbon peak by 2029. An advanced global operation and management system and ESG sustainable development system shall be fully established, industry competitiveness and comparative competitive advantages in the global mining industry shall be formed basically, allowing the Company to achieve the goal of "to be a green, high-tech, leading global mining company".

IV. Major measures

(I) Improve quality and insist to go on a global development path with Zijin characteristics

The Company shall adhere to global perspectives and international standards. According to the requirements of "streamlining, compliance and efficiency", the Company shall build an advanced global operation and management system. The Company shall develop a green, low-carbon, high-quality and sustainable development model, further enhance key ESG performance. Energy mix shall be optimised. On the basis of the continuous growth of operation scale, carbon emission reduction measures, such as clean fuel substitution, raising the proportion of electrification and clean energy substitution, shall be implemented. The proportion of renewable energy shall be above 30% by 2030.

(II) Reduce costs and reshape the comparative competitive advantages in the global mining industry

The Company shall insist on cost control as the eternal theme of corporate management, further enhance the level of refined management and the core competitiveness of self-initiated innovation, and suppress the rising trend of mining costs; apply Zijin's innovative concept and the "five-pronged" mining engineering management model, increase the research and promotion of new mining and processing methods such as the natural caving method, lithium extraction from salt lakes, unmanned mines on the plateau, etc., and promote corporate development and project construction in a sustainable and highly efficient manner.

(III) Boost profitability and accelerate the transformation of resource advantage into economic and social contributions

Production capacity of incremental projects shall be fully released, production volumes of existing projects shall be stabilised and their quality and efficiency shall be enhanced. The Company shall further promote the increase of production capacity of copper segment; accelerate the continuous production expansion of the Julong Copper Mine and the Kamao-Kakula Copper Mine, as well as the development of a batch of

large-scale underground copper mines such as the Lower Zone of the Čukaru Peki Copper and Gold Mine; continue to stimulate the potential of the gold segment, zinc segment and other major metallic minerals, significantly increasing production volume of gold; speed up the development of “two lakes and one mine” lithium projects to form a new driving force for profit growth. Synergies between the mining industry and refining and processing, new energy and new material, finance, trading and logistics shall be generated efficiently. The Company shall also increase the efficiency and liquidity of its capital, intensively connect to domestic and foreign capital markets to strengthen its resistance to financial risks. Its diversified product portfolio shall be leveraged on to provide effective protection against cyclical fluctuations of metal prices in different stages of cycle.

(IV) Consolidate foundation to ensure sustainable growth of mineral resources

The Company shall grasp the opportunities from new energy revolution and transition. The Company shall face global resources allocation continuously and strive to achieve major breakthroughs in mineral resources investment, mergers and acquisitions at lower costs and geological prospecting. Focus shall be placed on the mergers and acquisitions in the important metallogenic belts around the world, resources that are ultra-large in scale around the world and major resources in China and its neighbouring countries. New rounds of geological prospecting and “mineral exploration around current mines” shall be reinforced. International geological prospecting talent teams shall be formed. The progress of overseas geological prospecting shall be promoted to enhance the Company’s global geological prospecting competitiveness.

(V) Strengthen talent development and enhance the soft power of Zijin culture in global competition

The Company shall ease the main tension at the current stage. The key is to change the domestic thinking and management style among the senior and middle management. Their international perspectives shall be enhanced, and their international operating capabilities shall be improved. Management structure shall be optimised according to the internationalisation requirements. International talents, especially high-quality foreign talents, shall be vigorously cultivated and introduced to form a team that is “capable of management, professional, capable of speaking foreign languages and down-to-earth”. The Company shall adhere to value creation as its foundation, deepen market-oriented reform of the human resources system, improve long-term incentive and distribution mechanism and strengthen the survival of the fittest. The corporate culture of Zijin shall be promoted. The tenet of “mining for a better society” shall be adhered to. The Zijin spirit of “stay enterprising, stay innovative” shall be passed on, and a good business model of “value creation and development for all” for stakeholders shall be established.

(VI) Build a line of defence and enhance the ability to prevent and control significant systemic risks

The Company shall comply with international rules and regulations of host countries and regions, further prevent and resolve risks of outbound investment, strengthen “red-line thinking” and “bottom-line awareness”, and build a solid firewall for safety and environmental protection; attach great importance to the judgement and responses of international geopolitics, laws and regulations, labour policies, culture and

customs, market environment, interest rates and exchange rates, tax policies, supply chains, cross-border related transactions and other potential risks. The Company shall also strengthen supervision and anti-corruption, improve the “five-in-one” supervision system with Zijin characteristics, enhance the supervision capacity of cross-border business, and create a “development for all” ecology between the enterprise and its stakeholders.

The Board believes that the Company aspires to become a world-class metal mining company. It is of great strategic significance to revise and formulate the Outline of Three-Year (2023-2025) Plan and Development Goals for 2030 of the Company in light of the new development of internal and external situation. With the master work directive of “improving quality, reducing costs, boosting profitability”, the Company will consolidate Zijin’s global mining competitiveness, promote global operation and management and green, low-carbon ESG sustainable development to create new and greater value for the society, shareholders, investors and stakeholders.

The future operation and financial figures (if any) in this announcement are the goals of the Company and shall not constitute a profit forecast of the Company. There is no guarantee that the Company will be able to achieve such goals or not. In light of the risks and uncertainties, the inclusion of forward-looking statements in this announcement shall not be regarded as or constitute any representations or actual commitment by the Board or the Company to investors that the plans and objectives in the outline plan will be achieved, and investors shall not place undue reliance on such statements. The Company undertakes no obligation to update publicly or revise any forward-looking statements or information in this announcement, whether as a result of new information, future events or otherwise, unless so required by applicable securities laws.

This announcement is made on a voluntary basis.

This announcement is written in both Chinese and English. In the case of any discrepancies, the Chinese version shall prevail.

Investors and shareholders are advised by the Board to exercise caution when dealing in the securities of the Company.

As at the date of this announcement, the Board of Directors of the Company comprises Messrs. Chen Jinghe (Chairman), Zou Laichang, Lin Hongfu, Ms. Lin Hongying, Messrs. Xie Xionghui and Wu Jianhui as executive directors, Mister Li Jian as non-executive director, and Messrs. He Fulong, Mao Jingwen, Li Changqing, Suen Man Tak, Bo Shao Chuan and Ms. Wu Xiaomin as independent non-executive directors.

By Order of the Board of Directors
Zijin Mining Group Co., Ltd.*
Chen Jinghe
Chairman

30 January 2023, Fujian, the PRC

**The Company's English name is for identification purpose only*