2026 Annual General Meeting – Speeches

E&OE check against delivery

Dino Otranto, Fortescue Metals and Operations Chief Executive Officer

Wow! What a video to start us off. Good morning, everyone, and thanks for being here. As you can see, it's been a huge year for us.

We shipped more ore than ever before. We have 9,000 people wearing presents from Andrew, commemorating that task with some boots custom made to show us cracking that 200 million tonne mark for the first time. We delivered an underlying EBITDA of US$8.6 billion, underlying NPAT of US$3.5 billion, and free cash flow of US$3.2 billion.

It's a strong result, but it comes back to running the business well, keeping our costs down, and generating cash. That gives us the ability to invest where it makes sense, as you can see in the video, and deliver returns to you, our shareholders.

For FY26, the dividend was A$1.08. That's a payout ratio of 65 per cent of earnings. Our eighth consecutive year of paying out a ratio of 65 per cent or more. We keep pushing ourselves to do things better, keep our costs down and continue to deliver value to all our stakeholders.

Many of those are in this room. We've always set ourselves big targets. That's how Fortescue started out. We built the rail link from Cloudbreak to Port Hedland in just 17 months.

Since then, it's grown to over 760 kilometres, connecting our Pilbara [operations] to the coast. We did it again at Eliwana, delivering the mine on schedule and bringing its processing plant up to full capacity in just seven months.

So, we know how to build and run major projects in the Pilbara, and now we're putting all that experience into the green grid, connecting solar, wind, batteries and transmission, all to power our operations with renewable, low-cost energy. Energy has shaped every era of industrialisation for the past 1,000 years. First came the steam engine, then the combustion process, coal and hydrocarbons.

Now, renewable energy is driving the next chapter, and Fortescue is at the forefront. We've seen how conflict on the other side of the world can disrupt fuel supply and send prices soaring. I got a bill for A$450 to fill up my Land Cruiser on the weekend. I never thought I'd get to see a price that high in my life, and that's why it's only done 10,000km in five years.

So Australia has the sun, the wind and the resources to power major industries right here at home. We cannot let that opportunity pass us by. The more power we generate here in the Pilbara, the less fuel we need to bring in from elsewhere. That gives us more control of how we power our business.

Right now, we have more than 1.3 gigawatts of solar and wind operating or under construction in the Pilbara. We've built over 550 kilometres of high-voltage transmission lines to connect all of our sites, and it's just the beginning. We can now build solar, wind and transmission in the Pilbara at a fraction of the cost of our competitors, and we're bringing costs down even further by building at scale, using new technology, and making the most of the people, camps and infrastructure we already have.

I was at our Nullagine project just a few days ago, where these first three towers of their type in the world were being erected.

And what struck me was when you just look behind the horizon, the potential that's there. And our chairman will spice it up a little bit further at the end of the meeting. These blades reach 280 metres at the tip. They'll be the tallest onshore wind turbines in the world.

We put an eight-megawatt turbine on top of it. This technology was developed by Nabrawind, and my partner in crime over there concluded the acquisition and bought Nabrawind in-house last year. Each tower is built in sections on the ground, then lifted in stages using hydraulic equipment. So, what's all that for? That lets us build bigger turbines and harness more energy at a lower cost than any other wind project on the planet.

And we're getting faster at building solar too. Our teams have gone from installing three and a half thousand panels to more than 6,000 panels a day manually, and now we're testing this technology to speed up that construction even further. At Solomon, we're trialling a system that combines three machines into one. We speed up piling, panel installation and tracking.

It significantly increases the rate we can install and drops the cost even more. We're expanding the green grid beyond what we need for our own operations, and the board approved last year to add another 200 megawatts of firm renewable into the grid, and it was met with some scepticism. Is this another investment where the offtake doesn't exist? Well, this morning I penned the deal on the back of more than a year's effort with PLS, Pilbara Minerals.

It's our first-ever contract. We've signed a 20-year PPA agreement, a power purchase agreement, marking our role as an energy supplier in the market. This, for us, creates a new long-term revenue stream for Fortescue, and there's room to do much, much more. Business across the Pilbara needs cheap, reliable power, and the green grid gives them another option.

The green grid is already powering the electrical equipment we're bringing into our mines. We have electric excavators, drills, locos, water carts, dozers, loaders and graders across all of our sites, and people still ask me whether or not these things exist or whether or not they can do the job. They already are, they can, and they're already outperforming their diesel counterparts. Next come the haul trucks.

Our first 240-tonne battery electric truck is only weeks away from going to the Pilbara. It's moving around in a secret location right now, around the corner from the airport, and it will be heading to the Pilbara soon. It has a Fortescue Zero power system and will go straight into the operations with hundreds more to follow. Getting this to work takes more than just replacing the diesel engine with a battery.

The power, transmission lines, storage, chargers and software all have to work in unison. I describe it as an orchestra when it reaches its crescendo. That's really when the system comes together to its full potential. And we spent the past four years building the infrastructure, testing the equipment in real operating conditions.

What we've learned gives us confidence that an electric fleet will cost less to own and operate than a diesel fleet, and that's using today's technology. We expect to cut our unit costs by US$2 to US$4 a tonne in the next few years. And when you're shipping 200 million tonnes of product, a few dollars a tonne adds up to a seriously big amount and does move the needle in terms of the value proposition we bring. And as the technology improves, we expect to save even more.

Powering equipment is one part of the job. We also need to get more from the whole operation. So let's talk a bit about AI. Led by our executive chairman, I'd say nearly 10 years ago, we started championing how AI will change the shape of how an industry like us works. And for us, for the last few years, it's been making a significant difference to help our people make better decisions across the business.

For our control room here in Perth, we call it the Hive. We bring together information from our mines, rail, port, logistics and energy systems. It gives our team a live picture of what's happening across the

operations and how changes in one area, hundreds of kilometres away, can affect the entire supply chain. And that's why we're so confident about the economics of this energy transition. At our mines right now, AI can pick up early signs of wear or changing conditions, so the team can act before small problems become significant impacts to our operations.

On the rail network, AI already helps schedule train movements and adjust those plans in real time. Things we were only dreaming about a few years ago, and it has added millions of tonnes of capacity to a network with no capital. And when conditions change, it helps our team work out the best response and keep our ore moving. Excitingly, this year we launched that software to the market.

HaulX revolutionises how mines and heavy industry operate. It is a true disruption, and for the first time, we can operate any piece of heavy machinery in one software layer. This breaks the strangleholds that OEMs and suppliers have had over us mining companies. No longer do we need to have one supplier of equipment operating our mines.

We can use our purchasing power and bring in all different types of machinery, and we're doing that already. We have some mines already operating like that.

So, as I wrap up, you can sense I'm bloody excited about this stuff. We move more than 600 million tonnes of earth every year, and for most of my career, that's meant using and burning diesel. Now we're putting electric machines to work and building them with green power at nearly no operating cost. So for me, this is an absolute no-brainer.

We can bring our costs down, build a new energy business right in our own backyard, and take control of our own energy security. It's not a question of if others will follow. For me, it's only about when. I think one day we'll look back and know that this was the moment that the mining industry and heavy industry changed forever, and it started with your Fortescue.

So, with that, I'll hand over now to Gus, CEO of Growth and Energy, to talk more about our future.

Gus Pichot, Fortescue Growth and Energy Chief Executive Officer

Gracias, Dino. You lead an amazing team, and you're a great leader. I'm very happy to collude with you, and very proud of you. Again, happy to be here with you all. I won't laugh, I promise. I see some familiar faces here. Happy to be here.

We are building on the strong foundation of our iron ore operations to grow and diversify Fortescue for the future. We are doing that with discipline and a strong commercial focus – finding customers for green electrons, exploring for new critical minerals, while innovating and developing new technologies like Dino mentioned before.

The ongoing success of our core iron ore business is incredibly important. That is why we are continuing our negotiations with China Mineral Resources Group.

These discussions are not easy – but we are engaging respectfully and in good faith. We want the right commercial outcome, not just the quickest one. This does put short-term pressure on our business – and we are looking at all options to manage this. But Fortescue didn't get to where it is today by taking the easy path.

It is vital we reach a deal that protects Fortescue's long-term interest and Australia's interests more broadly. This also shows why growing and diversifying our business is so important.

Exploration is at the core of that. During the year we updated our life of mine plan to include Blacksmith.

We've unlocked significant value since then, growing that mineral resource to 615 million tonnes – more than two and a half times what it was when we acquired it.

Pegging ground in the Pilbara is how this company started – and now, we're doing it globally.

In Gabon, our teams have drilled more than 250,000 metres at our Belinga iron ore project, giving us greater understanding of the potential for this resource.

Beyond iron ore, copper will drive our diversification. That is why this year we acquired the Cañariaco Project in Peru, and we expect to be drilling by the end of next year.

This is a large-scale copper deposit that looks incredibly promising and strengthens our existing drilling programs across Argentina, Kazakhstan, Canada and Australia.

The same forces demanding copper are also driving a surge for green electrons. I think Dino mentioned it before. Between now and 2030 the International Energy Agency says we're entering the 'Age of Electricity' – and Fortescue is ready to fuel it.

Over the last few years, we identified key locations around the world, banking ourselves a glut of electrons for the future.

We will commercialise these renewable resources to industries that need them, whether that's green hydrogen, green fuels or data centres.

We're starting here in Australia. Dino just mentioned today. Congratulations, Dino, and the team. The first customer from our Green Grid is here.

We'll prove we can do it in the Pilbara, supplying electrons to decarbonise industries. This then creates a credible pathway to replicate that same model at scale globally.

Let's talk about technology.

Technology and innovation connect all of this. We see in the videos and we see the examples that we are running in the Pilbara, and that's we just need to develop them, test them, prove them, and then deploy it.

We look for problems others see as barriers and work out how to solve them. In the early days of iron ore, Fortescue challenged the assumption that lower-grade deposits could not be developed commercially.

Technology made us competitive – and we're bringing that same challenger mindset to copper.

Our new arsenic removal technology – developed here in Australia – has the potential to unlock new copper deposits that were considered too difficult or expensive to develop. Not only will we use this in our own projects – it's something the industry more broadly will want as well.

At Fortescue Zero we test our innovations at extremes – not only in the Pilbara – but also in Formula E. We learn from it and bring that knowledge into our operations.

Our Elysia battery intelligence software started on the racetrack and is now deployed across our electric fleet and battery storage systems. We've also sold it to third-party customers like Jaguar Land Rover.

The same goes for our batteries. Fortescue Zero power systems are already installed in the first of our T264 trucks and will soon join our operations in the Pilbara.

You also heard Dino talk about our world-leading wind turbines. It's our Nabrawind technology that is enabling us to install them faster and cheaper than anywhere else in Australia.

We have big ambitions in Fortescue, and we plan to deliver them.

We're staying disciplined, now more than ever, about where we deploy our capital. And we are focused on making smart commercial decisions that create lasting value for you, our shareholders.

Muchas gracias.

Dr Andrew Forrest AO, Executive Chairman

I just want to walk you through this. There are some slides up on the screen as well, but this is for me deeply personal. As you know, we all burn in the fire of time, and so, as I said, we have got very short lives. We've got to make the best of it.

You've been with us for a very long journey, and we've made one hell of a difference. But as I've said earlier, we are just starting out. This company is just getting going. We've got this massive iron ore endowment.

We've got this spectacular board of directors. Penny, congratulations. Penny! You're, one person I didn't get to catch the eye of, but this is a company which is really seriously on the move. US$40 billion a project sounds like a lot of capital. It is 60-odd billion Australian dollars, but where the world is going isn't iron ore. It's going to depend on iron ore, and we're going to be able to supply it. What it can't depend on, as you've seen, is energy.

Energy is now the most important commodity on Earth. Blowing across this beautiful state, this beautiful country, going up with the sun and down with the sun, is what we have identified as at least 11 terawatts of wasted energy, and Fortescue is in a fabulous position to start capturing that. It's not just AI and data centres, but it's manufacturing, it's fertilisers, farmers, it's shipping fuels for ships. This is the biggest, most polluting fuel in the world outside of making steel. We can impact both those huge emissions and those huge industries at their most vulnerable, which is where the world is: energy insufficiency and energy unreliability.

And whichever way you cut this, it's not going to get easier when most of our single largest costs in the iron ore industry, or in the mining industry, are costs we cannot control, which is energy. When the diesel prices go up and down like crazy, even worse than the share price, madam, then you know that you aren't doing something right as a leader of that group or company, or in fact, worse, you're sitting back and saying, "Well, this is the industry I'm in." You could be any one of the majors, you could be any one of the great industrial companies, and just say, "Oh well, I'll just take energy for what it is: high, low. Sometimes my shareholders will do well. Sometimes they won't. Sometimes I can provide a product people can afford, or sometimes their standard of living is going to fall because they can't afford your commodity."

That's energy right now, dependent on what some nutcase overseas might decide to do: invade another country, you know, do really big macho toxic stuff, but not serve you, consumers, shareholders, public. The way to do this, and we can do it in Australia, is electrification. Electrification is also the key, sir, to making hydrogen really competitive.

Getting the cost of electricity down is absolutely key, and that's what I wanted to speak with you about. It is not just being able to make a profit, shareholders look, that's good. But this is also something like the iron ore boom we saw coming. No, this is only the start.

You've got oil prices now at around US$113 a barrel. You've got the reserves of countries, particularly the United States, at their lowest ever in 40 years - diesel reserves. You can see why Trump cuts a deal with Putin desperately to try and say, "Will you release a bit of diesel?" And then turn around and blame President Zelensky of Ukraine for being invaded by Russia. Figure that out, but this is the world you're in, ladies and gentlemen.

And this is what our new director, Sigrid Karg, said: this will be the cost of doing nothing, the cost of being dependent upon some other fruitcake's action over the other side of the world. And I know I'm being really blunt here, ladies and gentlemen. But if you go and invade countries, and if you then blame them for invading them, then you know you're dealing with a serious fruitcake, and that fruitcake happens to control

your shareholder value, happens to control your ability to live normal lives and to send your kids to school. So I'm saying that's enough, Australia.

If we can produce our own energy, then for all the apologists in the world, for all those who say we've got to have fossil fuel because we've always had it, and they're saying actually we need to stay stuck on oil, stuck on diesel, stuck on gas, because we're conservative, because we're sensible, because we're moderate. No, it's none of that. It's just lazy, and it's appealing to people's lack of education when you yourself have been responsible in parts of the world for that lack of education, and say, "Hey, don't do this renewable energy stuff. It's all trendy.

"It's all crap. You know, stick with oil and gas.

"You know, it's the one we know." Yeah, it is the one you know. It's the one which has been hurting you for decades, it's the one which has adjusted whether or not you can put bread on the table. Totally outside of your control.

So I'm saying, let's get off it. Fortescue's doing it. We're 90 per cent done with all the technology now. We've got the last 10 per cent, which we're going to sort out the technology to make sure it's commercial.

We're not doing it, shareholders, because we're lovely people. I think we are lovely people, no doubt about it. However, we're doing it because it's commercial, and to not put too fine a point on it, it has to be commercial. Otherwise, no one will follow.

And what I want to talk to you about this is really commercial. Once we go full electricity at Fortescue, as you can see, it started to unlock green iron ore into green iron. It's unlocking technology all over Fortescue, which we've mustered from all over the world and developed ourselves. I love Nabrawind. A lot of the tech got refined right here in Australia.

What you're seeing here is energy self-erecting wind towers, which, as I've mentioned, can take weeks. We think we can get it down to a day if we do two wind towers per site, and then we do 10 sites at once. That's 28-megawatt generators a day. If we do as we've done before and celebrate when we got to 346 big solar panels laid out every day, that's a lot, right? 346.

I mean, it took the electricians. I've got Frick here, my own personal project manager. Took him a long time to get a solar panel up on my house: 346 a day. Then we ramped it up to 3,400 a day, and now it's sitting at 6,000 a day.

And that's with people like Frick. Frick, can you stand up? Sorry, mate. That's with people like Frick having to put the panels up.

Okay, thank you, Frick. Now, Frick is quite a stocky bloke, plenty of muscles, and very intelligent. And he's using more muscle than intellect to get those solar panels up. So I want Frick to use what his superpower is, which is his intellect, and that's to control the robots, which will put those solar panels up.

And when we do that, we don't go from 6,000 a day with no robotics – people like me and Frick and others out there in the sun. But once we go robotic, once we go automated, let's just be conservative and say a bit over three times, we go from 6,000 a day to 20,000 panels per day. Multiply that over 10 sites, you're at 200,000 panels a day. In a year that's [70] million panels. Now, this is just arithmetic of what happens when you automate. Australia is a really clever country with really high labour costs, and that's a good thing because people get paid okay, but if we need to compete with the rest of the world, we go automated and we go robotic. This is what we're best at.

This is what we're proving. This is our future, ladies and gentlemen. We've already signed our first green grid customer. This is one company equivalent to 45,000 Australian homes powered off your new green grid, ladies and gentlemen.

That one, that one, which I believe will save this company at least a billion dollars a year, straight to your bottom line. This is progress. It delivered our US$6.2 billion decarbonisation program. It will deliver for you forever.

Instead of spending two to three billion a year like our buddies do down the road, BHP, Rio Tinto, you name them, and everyone else says, "Let's stick with oil and gas. It's what we know. It's what's been ripping us off. It's what's been responsible for our indeterminate standard of living, whether or not we can send our kids to the right schools we want to, or put bread on the table."

Let's stick with that? No, let's make our own power. And instead of burning your billions of dollars per year every year in diesel and gas gone up into the atmosphere, no. We put the savings into creating an energy system, which is going to serve you forever.

It's now your asset. You own one of the largest energy systems ever built in Australia. It's there for you.

You own it, and it's going to produce your energy, and it's going to mean you're no longer dependent upon the fruitcakes, which I think is a bonus. Okay, that's not just saving you money; it's giving you a massive asset, and we're making huge progress. Real zero by 2030. That means we stop burning fossil fuel. Corey, Warren, Dino and Gus. 2028, baby. 2028. I want to switch off all that oil and gas and diesel. Okay, that's our target, team, but we've got it up there, 2030, because just to make the point, we're running years ahead of schedule and smack on budget.

So I just want to show you this little video. We're fundamentally changing how energy infrastructure has been delivered and installed. Harriet, is this the video? Maybe start it again.

Can we start again? Stop for a tick. So I just want to leave you with this video. It demonstrates what I've shared with you.

It demonstrates what we're capable of. It relies on a port. Can we just close the video too? Just for a sec, just for a moment.

We're going to start this video with sound when I ask you to, please. Not before, baby. Okay. So it relies on a new port. I don't want everyone to get worried about that.

It's called a land backed port. We did build one recently. It took four months. Okay, just put it out there.

Four months didn't take long. The bloke who built it, can you stand up, big fella? Come on, Corey, stand up, stand up, Corey. Four months, okay.

Build a land backed port, and that's why we were able to build Iron Bridge, and why we're able to bring in all this infrastructure. We're thinking about doing a very big one of them near Port Hedland, and this time, it will be automated. Instead of doing everything with this, we're going to be doing it with this. Okay, and it's what Fortescue does.

Your trucks, ladies and gentlemen, have been automated for years. Your trucks go around the world in combined mileage, two or three times a week. No drivers. No drivers.

We're automating our rigs. We're automating everything. We are world leaders in automation. I don't care where the technology comes from.

I just come back from Europe, tomorrow night I'll head to Boston. I've just hosted a large Japanese delegation and a large Chinese delegation into the north-west and back into Minderoo. It doesn't matter where the tech comes from or if we develop it in dear Australia.

But what I do know is this: we're taking that automation technology from around the world, and we're the largest scalers of it. You're seeing it in your decarbonisation, and you'll see it in the future. And the simple message is this: you've got renewable energy, which we can produce on one side, and fossil fuel on the other.

This one is a cookie-cutter. Solar panels look very similar to the next solar panel. The wind farm looks very similar to the next wind farm. The battery looks very similar to the next battery.

I'm stressing the point, ladies and gentlemen, because it's so important. If you want to go build an oil refinery, or a gas plant, or a great big diesel chemical facility, it's bespoke. You put a Wheatstone up there on the North West Shelf. Take that up, put it in Texas.

Probably going to blow up. You put it in the North Sea. It'll be inoperable. That oil or gas plant, or that oil or gas refinery, is bespoke chemicals.

You get it wrong, it blows up, or you can't operate it. You can't automate any of that. It takes you years and decades to build. Ask Chevron.

We're laying out at 6,000 panels a day, and we want to get that up to 20,000 times at 10 sites. The wind towers. First one took two weeks. Second one a week. Third, we hope to get it down to three days, fourth and fifth, down to a day, and then of course to a site.

Twenty wind towers a day. Ten sites.

You are rolling out energy by automation because they're all the same. Now, yes, it will mean we drive large employment, but it's long-term employment. It's driving energy, which attracts industry.

Industry builds communities. Communities build countries. That's what we're about, and the technology is proven; it's here, and Fortescue has to do what it does best, and that's scale it. And the market is there, ladies and gentlemen.

We've signed one, of course, but we're speaking to all the big players in the world now. If you could play the video, please, with sound.

[Video plays]

So, ladies and gentlemen, fellow shareholders, yes, it is the next generation of Fortescue, but this is a vision which started back in 2013 when the board first started to explore what it would take to make hydrogen commercially. Then, what would it take to make electricity much cheaper than oil and gas. Then, what would it take to electrify all of Fortescue? And now, what we're being asked around the world is, what will it take to electrify the world?

The issue is electricity: cheap, long-term, affordable green electricity. This, I see, is the next generation of Fortescue. It's possible, only possible because we have a massive industrial company, hugely successful, making 200 million tonnes of iron ore a year, which, if we turn into green iron, makes 100 million tonnes of green iron/green steel, which is about 30 per cent more than all of Japan. So, it's a very large potential.

Let's not call it a vision. Let's call it potential, so the critics can all calm down. But let's say this, ladies and gentlemen, fellow shareholders, we're on a journey together. Let's use our massively successful industrial base, which is a huge consumer of energy, to turn fully green, to make all our own power, to have all our

own energy assets owned by you, our shareholders, to continue making all our own energy forever, and then let's take that technology which we have developed.

I call it, a little rudely, a prototype. The energy experts say it can run half the state on that, mate. It's not a prototype. So righto, it's a prototype compared to what the world needs. The world needs at least 10,000 times what we've built.

Let's go give the world a hand. Thank you.