



# APERTURE

INSIGHTFUL AND RELEVANT RESEARCH UPDATES

## Glencore FY 2025 Results

Share Price  
Date

R112.22  
27 February 2026

### RESULTS SUMMARY

Glencore delivered full-year 2025 results broadly in line with expectations. Group adjusted EBITDA fell around 6% y-o-y, reflecting the normalisation of coal prices after a particularly strong prior year. Earnings from the industrial businesses were also down 6%, with weaker energy and steelmaking coal partly offset by firmer metals pricing.

Copper was a standout. Production rose 5% to 1.05 Mt, ahead of expectations, supported by stronger performance at Collahuasi and Antapaccay. Coal earnings tracked spot prices and, while lower than last year, remained a meaningful contributor to group cash flows.

Glencore's balance sheet continued to strengthen, with net debt reducing to US\$11.2bnm, equivalent to 0.83x net debt to EBITDA. The group returned US\$4.5bn to shareholders during the year, including US\$0.13 per share dividend and a US\$2.2bn share buyback.

The marketing business remained resilient, delivering adjusted EBIT of US\$1.4bn, down 8% y-o-y. Strong metals trading helped offset softer conditions in energy markets, highlighting the value of Glencore's diversified and counter-cyclical trading platform.

Management confirmed that merger discussions with Rio Tinto did not proceed, citing valuation as the key consideration. While the group sees potential strategic benefits, it remains comfortable executing its strategy independently.

Looking ahead, Glencore remains constructive on medium-term demand for transition metals, particularly copper, supported by tight supply conditions and growing industrial exposure. With flexibility across its industrial and marketing businesses, a strong balance sheet and a disciplined approach to capital allocation, the group is well positioned to navigate commodity volatility and generate sustainable long-term cash flows.

### OUR LONG-TERM INVESTMENT VIEW

- Glencore is one of the world's largest diversified natural resource companies, combining a global mining portfolio with a scaled marketing business across metals, energy and agriculture. Unlike most diversified miners, Glencore operates across upstream production, midstream logistics and downstream processing (including recycling), with earnings weighted toward copper, cobalt, zinc and nickel rather than iron ore, complemented by a counter-cyclical marketing division
- Operationally, copper remains central to the equity story with guidance implying growth into 2026–2028 as projects such as MARA (Argentina) and El Pachón advance, alongside optimisation of existing assets in Chile and the DRC. Coal production normalised following portfolio changes, while marketing continued to demonstrate resilience across energy and metals despite tighter trading conditions versus prior peak years
- Balance sheet discipline remains a focus, with net debt tracking within the targeted ~\$10bn and shareholder returns supported through base dividends and buybacks. Strategically, exposure to structurally undersupplied transition commodities (particularly copper and cobalt), an embedded recycling platform, and flexibility around portfolio options — including its stake in Bunge Global SA — provide capital allocation optionality aligned to long-term value creation

### UNPACKING THE FY 2025 RESULTS

#### High level numbers

- Revenue of US\$247bn (vs. \$231bn FY24), broadly in line with sell-side expectations, with

#### Rio Tinto deal

- Glencore confirmed the RIO merger didn't go ahead because the relative value didn't work

weaker realised coal prices offset by resilient metals volumes and solid marketing performance. Group adjusted EBITDA declined ~6% which was in line with consensus.

- Industrial EBITDA was -6% y-o-y reflecting coal price normalisation and prior-year base effects but was largely anticipated by the market volatility.
- Copper production increased 5% y-o-y to 1.05Mt, slightly ahead of expectations, with improved performances at Collahuasi and Antapaccay supporting guidance for further growth into FY26. Coal earnings were weaker year-on-year but in line with prevailing spot pricing assumptions, with cash margins remaining robust.
- Net debt reduced to US\$11.2bn (0.83x Net Debt/EBITDA).
- Shareholder returns amounted to US\$4.5bn (\$0.13/share base dividend plus US\$2.2bn buyback).

#### Industrial activities

- EBITDA was down 6% y-o-y, broadly in line with sell-side expectations driven by lower energy and steelmaking coal prices, partially offset by stronger metals pricing.
- The decline was volume-led, reflecting lower copper output across Collahuasi, Antamina, Antapaccay and KCC due to mine sequencing, grades, and water constraints, with recovery weighted to H2.

#### Marketing

- Adjusted EBIT of US\$1.4bn (-8% y-o-y) was resilient and within the guided through-cycle range. Metals marketing was strong, particularly in copper. Energy marketing was softer amid weaker sentiment, but overall performance demonstrated the defensive, counter-cyclical characteristics of the trading platform.

for both sides (**"it has to work for both parties"**). Management sees this deal **"as one it wants to do but not one it needs to do"** but they still believe the combination makes sense and has significant potential synergies

#### Looking ahead

Management remains positive on the medium-term outlook for transition metals, especially copper, despite short-term macro uncertainty. The group continues to increase its exposure to copper, where supply remains tight, while the marketing division helps smooth earnings through commodity price cycles.

With flexibility across both its industrial and marketing businesses, a disciplined approach to capital allocation and ongoing portfolio optimisation, Glencore is well positioned to navigate commodity volatility, generate sustainable free cash flow and support longer-term growth.

We remain confident in management's ability to execute on the investment case. Glencore remains a key holding in the Core Equity Portfolio

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