

1H 2026 Results

Earnings Call Script

Presentation order

Section	Speaker	Slides
Opening	Investor Relations	1 – 2
1. Highlights	Ronald Gunawan	3 – 7
2. Operational Performance	Amri Siahaan	8 – 10
3. Power & Sustainability	Amri Siahaan	11 – 14
4. Financial Performance	Benny Setiawan	15 – 18
Close and handover to Q&A	Benny Setiawan	19

Opening

Investor Relations · Slides 1 – 2

Good afternoon and thank you for joining MedcoEnergi's first half 2026 results call.

I'm Teresita Listyani from Investor Relations, and I am joined today by Bapak Ronald Gunawan, our Chief Executive Officer; Bapak Amri Siahaan, our Chief Operating Officer; Bapak Benny Setiawan, our Chief Financial Officer, and Bapak Sanjeev Bansal, our Chief Growth Officer. This is the first full set of results featuring our new management team.

We will run for about 30 minutes. Pak Ronald will open with the highlights and the strategic picture. Pak Amri will take you through upstream operations and power, and Pak Benny will elaborate on the financial and 2026 guidance. We will then open the line for your questions and Pak Sanjeev will be joining us as well for the Q&A.

A reminder that the day's presentation contains forward-looking statements. The usual caveats apply, as set out on the slide in front of you.

Pak Ronald, the floor is yours.

Highlights

Ronald Gunawan · Slides 3 – 7

Slide 4 · Leadership team

Good afternoon, everyone, and thank you for joining MedcoEnergi's earnings call. Before we move into the financial and operational results, I would like to briefly introduce our leadership team and, importantly, emphasize the continuity behind Medco's strategy.

First about myself: Ronald Gunawan, Chief Executive Officer, and have been with MedcoEnergi for 11 years. I was the Chief Operating Officer from 2015 to 2026.

At the center is Pak Hilmi Panigoro, our President Director, with 28 years in this company. He has taken MedcoEnergi through every cycle it has faced, and he continues to anchor this Board.

Pak Amri Siahaan is our Chief Operating Officer and has also been with the company for 11 years. Previously, he was the Chief Administration Officer from 2015 to 2026.

Pak Benny Setiawan is our Chief Financial Officer and has been with the Medco Group for 7 years. He is familiar with MedcoEnergi's business from his previous role as Managing Director at Medco Holding Company.

And Pak Sanjeev Bansal joins us as Chief Growth Officer, with 11 years at MedcoEnergi. He was the Senior Vice President of Business Development from 2015 to 2026.

Our leadership team is built on a strong and proven foundation, with deep experience across operations, finance, growth, and capital markets. Together, we remain fully aligned around the same principles that have guided Medco over many years: disciplined growth, operational excellence, and financial discipline.

As we move forward, our priorities remain very clear.

First, operational excellence: maintaining safe, reliable operations while continuously improving performance.

Second, production and cost management: delivering our production commitments while maintaining strong cost discipline and continuously optimizing our assets.

Third, disciplined capital allocation. We will continue to balance investment in the business with deleveraging and shareholder returns. Growth must remain value-accretive and supported by appropriate returns.

Fourth, balance sheet and liquidity management. Maintaining financial flexibility remains fundamental to our strategy, allowing us to manage market cycles and pursue attractive opportunities when they arise.

And finally, sustainable growth. We will continue to develop our core portfolio organically, remain disciplined and selective on M&A, and maintain our commitment to strong ESG performance.

So, while leadership responsibilities may change, the fundamental principles by which we manage Medco remain the same: continuity, consistency, discipline, and value creation.

With that, let me now take you through our performance for the first half of 2026.

Slide 5 · 1H 2026 operating and financial highlights

The key message from this slide is that strong operational execution has translated into higher profitability while maintaining a disciplined balance sheet.

On the operational side, production reached 170 mboepd, up 19% year-on-year, and is currently tracking above our full-year guidance. Importantly, this growth continues with strong cost discipline, with cash costs at USD 8.4 per boe, comfortably below our guidance of USD 10.

Our Power business also delivered solid growth, with sales increasing 16.5% to 2,323 gigawatt-hours, supported by an 18.8% increase in renewable generation.

This operational performance translated directly into stronger financial results. EBITDA increased by 31% to USD 805 million, while net income rose significantly to USD 275 million. The result also benefited from stronger realized oil prices and strong performance of AMMAN.

At the same time, we have maintained disciplined capital allocation. First-half capex was approximately USD 188 million, largely in Oil & Gas, while return on equity reached 15.8%.

And most importantly, our balance sheet remains strong. Restricted Group net debt remained stable at USD 2.1 billion, while RG net debt to EBITDA improved materially to 1.4 times, down from 2.0 times at the end of 2025. This gives us substantial financial flexibility as we continue to invest in growth.

Our credit and ESG ratings also remain solid, including an AAA ESG rating from MSCI.

Overall, the first half shows what we want to keep delivering: production growth, disciplined costs, stronger earnings, and continued balance sheet strength.

Slide 6 · Three businesses that do not move together

This slide shows how Medco's strategy delivers long-term value through a diversified portfolio and strong operational performance.

We have 3 complementary business pillars: Oil & Gas, Clean Power, and Copper & Gold Mining. Together, they provide a more balanced earnings base and improve our resilience through different commodities and market cycles.

Starting with Oil & Gas, this remains the core of the portfolio. In the first half of 2026, we produced around 170 thousand barrels oil equivalent a day, with 72% of gas and 28% of liquid. 45% of production is sold under long-term, fixed-price gas agreements, while the remaining the 55% exposed to commodity prices splits roughly evenly between oil and gas, and the export gas is linked to oil index. Importantly, we continue to maintain cost discipline, with cash costs of approximately USD 8.4 per boe. Our reserve and resource base also provides significant depth, with over 542 MMboe of 2P reserves, and more than 1.2 billion boe of contingent resources, supporting the longevity of the business.

The second pillar is Clean Power. We sold more than 2,300 GWh in the first half, supported by a diversified portfolio of gas-fired generation, geothermal and solar. With more than 1 GW of installed capacity and around 26% of capacity from renewables, the power business provides stable, long-duration cash flows while also positioning the Group for the energy transition.

The third pillar is our strategic investment in Amman Mineral, where Medco holds approximately 21% ownership. This provides exposure to high-quality copper and gold resources. Copper, in particular, is increasingly important for electrification and the energy transition, while gold provides additional diversification. Amman also has a substantial reserve base, supporting long-term production visibility.

So, our businesses are different but highly complementary. Oil & Gas provides scale and cash generation; Power provides stability and growing renewable exposure; and Copper & Gold provides participation in structurally attractive commodities.

Combined with disciplined operations and capital allocation, this diversified portfolio is what enables Medco to remain resilient through uncertainty while continuing to create long-term value.

Slide 7 · Value. Focus. Growth.

Starting with Value, our objective is to build sustainable long-term value from a diversified and integrated platform across Oil & Gas, Power, and our exposure to copper and gold through AMMN.

In Oil & Gas, we can see the benefit of that strategy in our operating performance. Production has increased; at the same time, we continue to maintain a substantial reserve base. Together with our MSCI AAA ESG rating, this demonstrates that value creation is being supported by both operational performance and long-term sustainability.

The second pillar is Focus. Growth creates value only when supported by execution capability and disciplined cost and capital management. Our Oil & Gas cash cost remains well controlled below our guidance USD 10 per boe, despite the growth in production. Importantly, we have also strengthened the balance sheet, with improved restricted-group net debt to EBITDA.

This financial discipline gives us both resilience and flexibility: resilience to manage market volatility, and flexibility to continue investing when attractive opportunities arise.

The third pillar is Growth. Our approach has been very deliberate: we pursue acquisitions where we believe we can create value, rather than simply adding scale.

The track record at the bottom of the slide is important. Since 2016, our major acquisitions, including Block B, Ophir, Corridor and Oman, have generated substantial cash recovery relative to their acquisition cost. Block B, for example, has generated cash recovery equivalent to more than 3 times its acquisition price, while Ophir and the original Corridor acquisition have already recovered more than their original investment.

More recent acquisitions are naturally earlier in the cash-recovery cycle, but they are already contributing to production, reserves, and cash flow. At the same time, AMMN and the Elang development provide additional long-term exposure to copper and gold.

So, our growth is not growth at any cost. We are increasing production and expanding the portfolio while maintaining cost discipline, strengthening leverage, and demonstrating that acquisitions can translate into cash and value.

That is what we mean by Value. Focus. Growth.

I have described the portfolio we have built. Pak Amri will now take you through how it performed. Pak Amri, over to you.

Operational Performance

Amri Siahaan · Slides 8 – 10

Slide 9 · Strong operational performance

Thank you, Pak Ronald, and good afternoon everyone.

I want to start with how this production number came about, because it matters more than the number itself.

170.1 thousand barrels a day was not a surprise to us. It was scheduled, in some cases years ago. Forel and Terubuk, in South Natuna Sea Block B, were sanctioned, drilled, and brought on stream through last year. The additional 24% of Corridor closed in August, so this is the first half in which we have had a full six months of it. Senoro Phase Two-A reached full production in June. Bualuang Phase One, in Thailand, came on stream in the second quarter. And in Oman, the Bisat C debottlenecking was completed.

5 separate projects, across 3 countries, each delivered on or close to plan. That is what 19% growth actually looks like from the inside. Not a windfall, a queue of commitments arriving on time.

Volume is only half of the story. The other half is what it cost us to produce those barrels.

On cost. Our cash cost for the half was USD 8.4 per boe. We have held this below USD 10 per boe every single year since 2016.

On the USD 7.7 per boe cash cost in the second quarter — the improvement came mainly from higher volumes, not from cost cutting. Most of our field costs are fixed, so when we produce more through the same facilities, the cost per barrel naturally comes down. For full year 2026, we are still guiding to below USD 10 per boe. That covers the barrels we produced this half. Let me turn to the barrels we have left.

On reserves, two things are worth separating.

Proved and probable reserves stand at 542.1 million barrels of oil equivalent, 12% higher than a year ago, driven by additional Corridor interest.

Sequentially, though, reserves are lower than at the December position, because we produced roughly 27 million barrels equivalent in six months and added less than that. That is not a concern in itself, it is the ordinary rhythm of a producing business, but it does tell you where our attention sits.

Reserve replacement runs through three channels. First, contract extensions. The key terms for Madura's 20 extension are signed, and five more: Lematang, Sampang, Block B, Block A and Bangkanai are with the Government. Extensions retain barrels we already know how to produce, which is the cheapest reserve you can find. Second, Sakakemang, where the revised development plan is approved, and first gas is targeted for the Q3 2027. Third, the Corridor development programs: Sambar, Rebonjaro, Rawa, and Suban.

Those three channels are not abstractions. They are the projects set out on the next slide.

Slide 10 · Key projects

This slide is usually read as 6 boxes. Please read it instead as 3 different time horizons, running at the same time.

The first horizon is this year. Sambar, in Corridor, targets partial onstream in the fourth quarter, building to roughly 108 mmscfd through 2027.

The second horizon is next year. Rebonjaro begins first-phase drilling now, targeting partial onstream in the first quarter of 2027. Sakakemang follows in the third quarter, at around 85 million standard cubic feet a day, with the development plan approved and binding key principles signed with buyers. The facility-sharing agreement with Corridor lowers Corridor's operating costs, so the benefit runs in both directions.

The third horizon is the decade. Senoro Phase Two-A now holds a plateau of about 340 million standard cubic feet a day through to 2031, and we have begun assessing Phase Two-B to extend it beyond that. In Oman, the Karim Small Fields exploration period has been extended by 9 years to 2035, and full-scale steam flood development at Ilham is approved.

So: production this year, production next year, and plateau protection into the next decade. Different projects, different risks, deliberately staggered.

One item worth highlighting today is Cendramas. The Production Sharing Contract offshore Malaysia becomes effective on 23 September, with MedcoEnergi as operator, marking our return as an operator in the country.

There is one more thing I should address on this page directly, rather than wait for it in questions.

A word on the Middle East, because we are asked about it constantly.

To date, there has been no disruption to our people, our operations, or our liftings in Oman. No cargo has slipped, and we have not paid a higher freight rate. Our business continuity protocols with local partners are in place and have been tested.

I say “to date” deliberately, as we continue monitoring the situation and we don't assume the risk away.

That concludes the operational update. Let me stay with you and move to power, and what the business is turning into.

Power & Sustainability

Amri Siahaan · Slides 11 – 14

Slide 12 · Scaling power, accelerating renewables

Power sales reached 2,323 GWh, up 16.5% from last year. That is 51.1% of our full-year target, so we are on pace. Renewables grew faster still, at 18.8%, and now make up a quarter of our power sales.

You may ask why power revenue grew only 1.1%. That sits oddly next to 16.5% volume growth, and the reason is straightforward, the first half of last year included construction revenue from projects we were building. Strip that out, and the underlying business grew properly. EBITDA was up 15.3%, and the margin improved from 31.6% to 36.1%.

The story I want to leave you with on power, though, is not about this half. It is about what this business is becoming.

Slide 13 · The shape of the portfolio

Let's look at the shape of the portfolio on this slide. 365 MW of geothermal. 578 MW of gas-fired. Solar and mini-hydro on top of that. And then, separately, 2,160 MW that we operate and maintain for other companies.

That last number deserves more attention than it usually gets. Operations and maintenance are fee income. It requires almost no capital, adds no debt to our balance sheet, and is the kind of business that compounds quietly.

On growth — the Dalle Energy Batam expansion takes us from 85 to 300 MW, and we have a conditional power purchase agreement signed. Ijen's next phases are being worked through a PPA amendment. We are also drilling geothermal exploration in Bonjol, West Sumatra, and conducting geoscience survey at Samosir, North Sumatra.

Power is an increasingly important part of our portfolio. It is growing at double digits, becoming progressively more renewable, and expanding at the project level without recourse to the Group, providing a clear pathway to greater scale over time.

How we build that scale matters as much as the scale itself, which takes me to the last slide in this section.

Slide 14 · ESG as a cost-of-capital lever

On sustainability, one slide, and one argument.

In March we were upgraded to MSCI's AAA rating. That is the top of their scale, and 3 notches above where we sat 5 years ago. Very few companies are there.

Underneath the rating: emissions from our exploration and production business are down 30% against the 2019 baseline, which means we have already met our 2030 interim target. Methane is down 40%, against a 37% target for 2030.

Why does this matter in a results presentation? Because a AAA ESG rating can enhance the company's invest ability among ESG-focused investors, particularly those with specific sustainability criteria or mandates. We therefore do not view ESG as separate from the business.

That completes operations and power. Pak Benny will now take you through the financials and our guidance for the year. Pak Benny, over to you.

Financial Performance

Benny Setiawan · Slides 15 – 18

Slide 16 · Strong earnings growth across the portfolio

Thank you, Pak Amri. Let me turn now to the financials.

Revenue for the half was USD 1.4 billion, up 23.4%. EBITDA was USD 805.1 million, up 30.7%.

EBITDA grew faster than revenue, so the margin expanded — from 53.7% to 56.9%. Prices helped, realized oil was up 25%. But we also produced 19% more through largely the same facilities, while unit cash cost moved only from USD 8.0 to USD 8.4 per boe. That is operating leverage: more barrels through a largely fixed cost base, and it is the clearest evidence that the discipline Pak Amri described is real rather than rhetorical.

Net income was USD 275.3 million, against USD 30.7 million last year. Amman swung from a USD 31.1 million loss to a USD 104.2 million contribution.

But this is not an Amman story. Excluding Amman Net Income was around USD 171 million against around USD 62 million. That is 3 times and our core business carried this result.

That is the earnings picture. What matters just as much is what those earnings did to the balance sheet.

Slide 17 · Cash flow funds deleveraging and shareholder returns

Now the balance sheet, where I would like to spend a little time.

Operating cash flow for 1H 2026 was USD 514.7 million, up 46.6%.

Consolidated gross debt closed the half at USD 4.1 billion, around USD 600 million higher than at the end of March. I want to explain that rather than leave it sitting there.

The increase reflects drawdowns under committed facilities. Together with operating cash flow, these took cash and cash equivalents to USD 1.4 billion. That cash sits on our balance sheet, and Restricted Group net debt actually fell 7.5% in the quarter. It gives us flexibility to fund our growth plans while keeping leverage within our policy ceiling.

During the half, we also completed a USD 200 million tap of our Senior Notes due 2030, taking that issue from USD 400 million to USD 600 million.

The restricted group Net Debt to Ebitda is at 1.4 times on annualized basis at the half-year, from 2.0 times at the end of last year. And at mid-cycle pricing of USD 65 per bbls, we sit at 1.9 times. That is inside our 2.5 times policy ceiling and well inside the 5.0 times bond ceiling.

That mid-cycle figure is important, because it shows where we are if prices normalize rather than where we are at today's strip. On the same basis, our fixed charge coverage ratio stood at 5.6 times, against a floor of 3.0 times.

Which is the natural place to turn to what we intend to do with that capacity for the rest of the year.

Slide 18 · 2026 guidance

Finally, guidance.

Our first half performance keeps us well on track for our 2026 targets. Production was 170.1 thousand barrels of oil equivalent per day, around the top end of guidance, while power sales are progressing in line with plan.

Cash cost remains well below our ceiling at USD 8.4 per boe, leverage is at 1.4 times, and return on equity is already above our target at 15.8%.

The main update is capex. We are bringing forward investment to fast-track Sakakemang, taking oil and gas capex guidance to USD 450 to 475 million, while power capex is now up to USD 50 million as we progress the Batam expansion. At Sakakemang, the revised development plan is approved, and we have signed binding key principles with gas buyers, so we are accelerating towards first gas. At Dalle Energy Batam, we have signed a conditional power purchase agreement. In both cases, the capital is going into projects that are commercially viable and that convert into production and cash flow inside our planning horizon.

With Bualuang Phase 1 now onstream and further catalysts across Sakakemang, Corridor, Batam and AMMAN, we remain focused on delivering this year's guidance while positioning the portfolio for future growth.

Close and handover to Q&A

Benny Setiawan · Slides 19 ·

Let me close our presentation with three thoughts.

First, this half was delivered, not luck. It was projects arrived on schedule, and a cost base stayed disciplined below USD 10 per boe.

Second, we grew while continuing to deleverage. That gives us greater financial flexibility to invest in growth while maintaining a disciplined approach to the balance sheet.

Third, the management team has changed, and the strategy has not. Value, Focus and Growth is the same test it has always been.

We are conscious that the second half carries maintenance and a more uncertain external backdrop. We are reaffirming our guidance because we believe we can deliver it.

With that, let us open the floor for your questions.