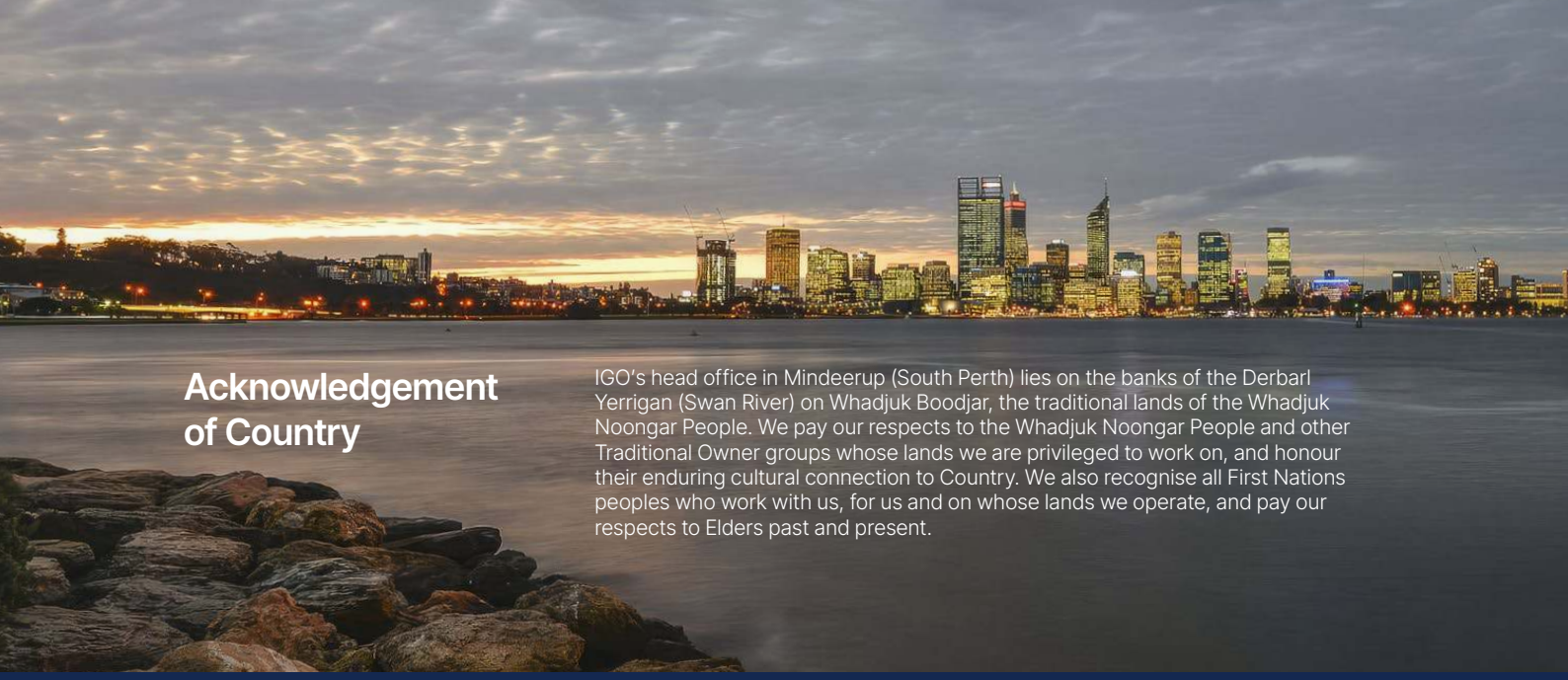
Sustainability Report 2026



Acknowledgement of Country

IGO's head office in Mindeerup (South Perth) lies on the banks of the Derbarl Yerrigan (Swan River) on Whadjuk Boodjar, the traditional lands of the Whadjuk Noongar People. We pay our respects to the Whadjuk Noongar People and other Traditional Owner groups whose lands we are privileged to work on, and honour their enduring cultural connection to Country. We also recognise all First Nations peoples who work with us, for us and on whose lands we operate, and pay our respects to Elders past and present.

About this report

We are pleased to present IGO's twelfth Sustainability Report, highlighting our approach, performance and progress on key sustainability matters during FY26 (1 July 2025 to 30 June 2026).

The report provides our stakeholders with a detailed account of how we manage our material sustainability topics and the progress we made during FY26. It forms part of IGO's 2026 Annual Reporting Suite and should be read in conjunction with the IGO 2026 **Sustainability Databook** and the IGO 2026 **Annual Report**, in addition to other IGO communications and continuous disclosure announcements lodged with the Australian Securities Exchange, available at **www.igo.com.au**.

The Sustainability Report is prepared for IGO Limited (ABN 46 092 786 304) and unless otherwise stated, all references to 'IGO', 'the Company', 'our', or 'we' refer to IGO Limited. This report covers activities currently under exploration and discovery, projects in development, managed operations and operated joint ventures for IGO and its subsidiary companies. All performance data relates to IGO managed operations only, unless otherwise stated. Further information on our reporting boundaries can be found within the Reporting Boundaries section of the IGO 2026 **Sustainability Databook** at **www.igo.com.au**. Information about sustainability performance for Tianqi Lithium Energy Australia Pty Ltd can be found at **www.tianqilithium.com.au**, with sustainability performance for Talison Lithium Pty Ltd available at **www.talisonlithium.com**.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021, including GRI 14: Mining Sector Standard 2024. This report addresses those aspects deemed material to IGO and our stakeholders. For further information on our approach to sustainability refer to page 12 of this Sustainability Report. A copy of our GRI Index is available in the IGO 2026 **Sustainability Databook** at **www.igo.com.au**.

As a Group 1 reporter, FY26 is the first year that IGO has reported against the Australian Accounting Standards Board (AASB) S2 Climate-related Disclosures, which are included in IGO's 2026 **Annual Report**, available at **www.igo.com.au**.

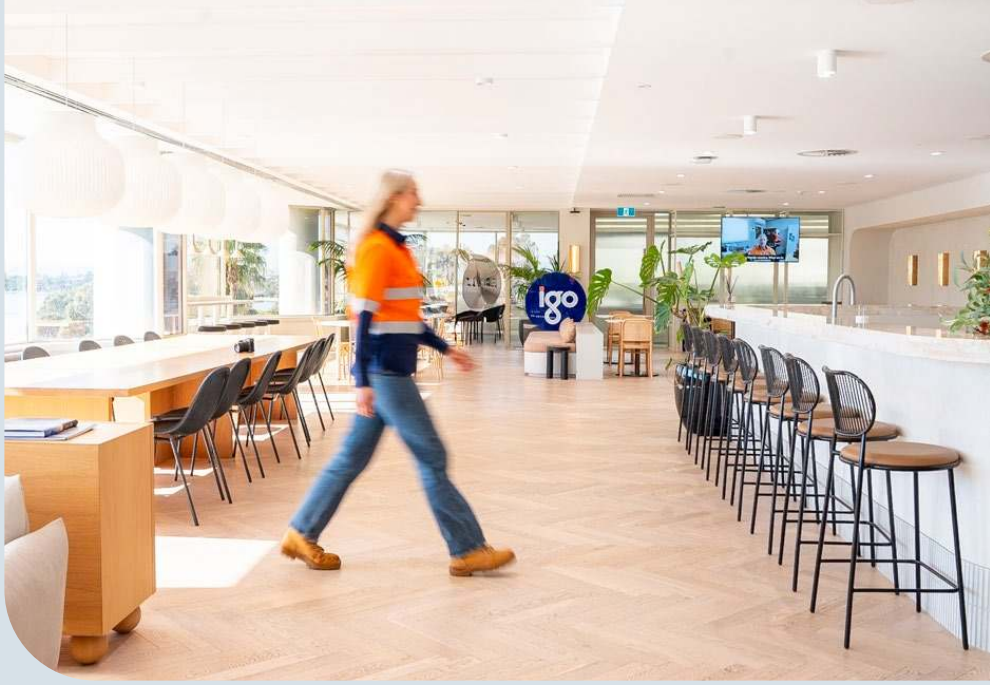
In compiling this report we engaged an independent external assurance organisation, Ernst & Young (EY), to provide IGO with limited assurance on selected subject matter and criteria. Refer to the Independent auditor's review report to the directors of IGO Limited in the External assurance section of the IGO 2026 **Sustainability Databook** at **www.igo.com.au** for more information.

In this report, IGO may use the terms Traditional Owners and First Nations peoples interchangeably in different contexts. We respectfully acknowledge that preferred terms and language may vary between jurisdictions. We use the term Traditional Owners to describe Australian First Nations peoples who have a continuing connection to the lands on which we work and operate, with rights and interests granted under traditional law and customs.

We value feedback from our stakeholders. Please send any comments on this report, or requests for additional information to **contact@igo.com.au**.

Forward looking statements

This report includes forward looking statements regarding future events, conditions, circumstances, and the future performance of IGO. Often, but not always, forward-looking statements can be identified by the use of words such as 'may', 'will', 'expect', 'intend', 'plan', 'estimate', 'anticipate', 'continue' and 'guidance', and may include statements regarding plans, strategies and objectives of management, anticipated production or construction commencement dates and expected costs of production outputs. Such forecasts, projections and information are not a guarantee of future performance and involve unknown risks and uncertainties, many of which are beyond IGO's control. This may cause actual results and developments to differ materially from those expressed or implied in this Sustainability Report. Relevant factors, including those identified as risk factors, are set out in our 2026 **Annual Report** at **www.igo.com.au**. Forward looking statements only apply at the date of issue. Except as required by applicable regulations or by law, IGO does not undertake any obligation to publicly update or revise any forward looking statements, whether as a result of new information or future events.



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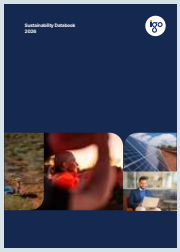
2026 Annual Reporting Suite

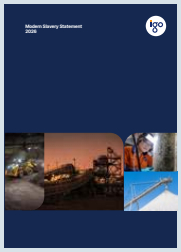
Annual Report 2026

Sustainability Report 2026



Sustainability Databook 2026

Tax Transparency Report 2026



Modern Slavery Statement 2026[1]

1 IGO's 2026 Modern Slavery Statement to be released by 30 December 2026.

Who we are

IGO is an ASX-listed company focused on the discovery, development and delivery of critical minerals needed for electrification.

We combine geological insight, technical capability and commercial judgement to identify and advance opportunities that can deliver long-term value. In FY26, we refined our approach, sharpening our focus on copper and lithium, reprioritising our exploration portfolio, and directing capital toward opportunities with strong strategic fit, risk-adjusted returns and long-term value potential.

Our portfolio spans an operating asset, joint venture partnerships and exploration tenure. We actively manage this mix to support performance today while positioning for the future.

We are selective in where we invest and disciplined in how we grow - focused on delivering returns for our shareholders while contributing to the supply of critical minerals needed for electrification.

Our purpose

Making a Difference

Our purpose is to make a difference through discovering, developing and delivering the critical minerals needed for electrification.

We believe in the power of people to drive meaningful progress, and through innovation and continuous improvement, we aim to contribute to a more sustainable future for generations to come.

Our values

Our values help define who we are as an organisation and are key to employee engagement and our long-term success.

Be better together

We act safely and with care, to the strengths of our people. We empower, support and respect each other.

Ignite the spark

We seek, question, innovate and create. We know that without a burning curiosity and bright thinking, we risk missing the really big opportunities.

See beyond

We know that our actions today will impact the world of tomorrow. We believe our people, community and the environment really matter.

Run through the sprinklers

We find the fun in what we do. When our workplaces are healthier and happier, we are better.

Never stand still

We are bold, adventurous and excited for the future. We imagine new opportunities and seek new horizons.

Our strategy

Building a globally relevant critical minerals business

The global transition to electrification depends on the safe, reliable production of a range of critical metals. IGO's strategy is to become a globally relevant supplier of these critical raw materials through the discovery, development and delivery of a diversified portfolio primarily focused on lithium and copper.

Underpinned by our technical and exploration capability, proprietary processing technology, and our focus on development through strategic partnerships, IGO is building the capabilities and partnerships needed to make a meaningful difference in the energy transition and deliver enduring growth and returns for our stakeholders.

Lithium is a foundation of our portfolio, anchored by our interest in Greenbushes - widely regarded as the world's best hard-rock lithium operation - held through the Tianqi Lithium Energy Australia (TLEA) joint venture. Our focus is to maximise value from this position while growing our lithium exposure by being disciplined in selecting the right opportunities.

Copper is our primary growth commodity, which we are pursuing via three key avenues. Our proprietary BioHeap™ technology has the potential to unlock low-grade copper resources that are unable to be commercialised using conventional processing, providing us a genuine competitive advantage as we look to partner with existing operators/asset owners. We are also assessing selective conventional copper opportunities and directing our exploration program toward new copper discovery.

Our strategy rests on five strengths that reinforce one another:

Our people

capable across disciplines, genuinely collaborative and confident in our ambition

Our financial strength

underpinned by Greenbushes, which funds organic growth and patient, disciplined investment in inorganic opportunities

Our exceptional technical and exploration capability

which is harnessing the latest technology to unlock opportunity and accelerate value generation

Our willingness to partner

pragmatically and on commercial terms that create shared value, enabling IGO and its partners to unlock opportunities more effectively together than alone

Our proprietary BioHeap™ technology

which gives us a real edge in building a copper business

In FY27 our priorities are clear: maximise value from our Nova Operation's remaining life of mine and transition it safely to new ownership, unlock full value from the Greenbushes asset, agree a pathway forward for the Kwinana Refinery, and invest in the capabilities and partnerships that will support our future growth and earnings.

Beyond FY27, our ambition is to grow copper on the strength of BioHeap™ and push our exploration pipeline toward commercial discovery. By 2035, we intend to have established a copper business at scale alongside our continuing Greenbushes participation, and potential other high value lithium projects, fed by a pipeline that renews itself.

Our business model

Our business activities

Exploration and discovery

We use innovative practices to explore and identify valuable mineral deposits.

Project development

Studies, engineering and development of projects.

Mining

Mine planning, design and extraction of economically mineable resources for processing.

Processing

Processing of raw materials and advancing innovative mineral processing solutions, including BioHeap™, to unlock value, enhance resource recovery and improve asset economics.

Joint venture partners

Value chain participation.

Market and delivery

Supplying quality products to our customers.

Mine transition

Asset repurposing, end-of-life management, portfolio optimisation and mine transition.

How we deliver value

IGO creates value by responsibly producing the critical minerals needed for electrification. We deliver this through:

Our People

Our people are our greatest asset. They provide industry-leading technical and exploration capability, knowledge and innovative thinking to make our business better.

358 employees

as at 30 June 2026

Tenure

We have a large and prospective tenement package across Australia, complemented by select international opportunities for our target commodities.

2.6M ha

Greenfield exploration projects as at 30 June 2026

Assets

We have the Nova operated asset, the TLEA non-operated joint venture and multiple prospective exploration opportunities.

$2,447M

total asset value on balance sheet

Financial position

We are disciplined in the use of shareholder and investor contributions.

$386.5M cash and cash equivalents

Trusted and responsible operator

We act with integrity to deliver strong operational performance in a safe and responsible manner.

Innovation and Technology

Our proprietary BioHeap™ technology has the potential to unlock low-grade copper material which is unable to be commercialised using conventional processing.

Who we generate value for

IGO engages with a range of stakeholders as part of our business activities. Some of the ways in which we generate value for our stakeholders include:

Our people

We provide our people with salaries and benefits, meaningful and impactful work, training, work-life balance, leadership and career development opportunities.

First Nations peoples and communities

Through our heritage protection activities, Reconciliation Action Plan and ongoing engagement, we provide First Nations peoples with procurement and employment opportunities and provide support through the payment of royalties. We also participate in community partnerships, supporting organisations that deliver education, health and environmental outcomes to communities.

Investors and shareholders

IGO allocates capital in accordance with its 2025 Capital Management Guideline, targeting balance sheet strength, flexibility for growth and surplus returns to shareholders.

Customers

We produce the commodities that customers need as inputs to their business.

Suppliers

We provide suppliers with procurement and contracting opportunities at fair and competitive rates.

Governments and regulators

IGO pays taxes and royalties to governments and complies with regulations and operating requirements as outlined in permits, licences and agreements.

Joint venture partners

We work with our joint venture partners on shared strategic interests, providing joint ownership and expertise to generate shared outcomes and maximise value for all parties.

What we delivered in FY26

Financial

FY26 Group Revenue ↓ 12%

$463M

$528M (FY25)

FY26 Net Profit

$145M

$955M loss (FY25)

FY26 Dividends

5 cents per share

$ - (FY25)

FY26 Underlying Free Cash Flow ↑ 176%

$134M

$49M (FY25)

FY26 Underlying EBITDA

$286M

$43M loss (FY25)

Safe production

FY26 Group Nickel Production

15,304t

17,173t (FY25)

FY26 TRIFR ↓ 64%

3.7

10.2 (FY25)

FY26 Greenbushes Spodumene Concentrate Productiont ↓ 5%

1,410kt

1,479kt (FY25)

Social and environmental outcomes

FY26 Taxes and payments to governments ↓ 38%

$23.5M

$38.1M (FY25)

FY26 Proportion of spend on First Nations owned or managed businesses ↑ 24%

4%

3.2% (FY25)

FY26 Tailings reuse in paste backfill ↑ 5%

66%

63% (FY25)

Climate performance

Maintained net zero Scope 1 and 2 operational emissions in FY26 at our Nova Operation through decarbonisation activities and the voluntary cancellation of Australian Carbon Credit Units.

Where we work[1]

Existing operation

Exploration projects

Care and maintenance

Forrestania Li2O-Ni
Cosmos Ni-Co

Commodities

Cu-Co **Copper-cobalt**
Ni-Cu-Co **Nickel-copper-cobalt**
Li2O **Lithium spodumene**
Li2O-Ni **Lithium spodumene-nickel**
LiOH **Lithium hydroxide**

Nova Operation
Nickel-copper-cobalt concentrate
IGO 100%

Forrestania Operation[2]
Lithium spodumene-nickel rights only
IGO 100%

Greenbushes Operation
Lithium spodumene concentrate
IGO 24.99%

Kwinana Refinery
Lithium hydroxide
IGO 49%

1 Tenure represented on map as at 30 June 2026.
2 The Forrestania Operation transitioned into care and maintenance in October 2024. The Forrestania Operation assets were divested in late February 2026. As part of the transaction, IGO retains the rights to explore, develop and mine nickel and lithium. Refer to the IGO ASX Release from 2 March 2026.

Traditional Owner groups by project/region

Adelaide Rift

Ngadjuri Nation

Cosmos Project

Tjiwarl

Forrestania Operation

Ballardong (South West Settlement) / Marlinyu Ghoorlie / Ngadju

Fraser Range

Untiri Pulka / Upurli Upurli Nguratja / Ngadju

Greenbushes Operation

Karri Karrak (South West Boojarah) / Wagyl Kaip Southern Noongar / Gnaala Karla Booja (South West Settlement)

Irindina

Arrernte

Kimberley

West Kimberley
Bunuba / Wanjina - Wunggurr Wilinggin / Warrwa Combined

East Kimberley
Gooniyandi / Jaru / Koongie-Elvire / Purnululu / Yurriyangem Taam / Ngarrawanji / Malarngowem / Yi-Martuwarra Ngurrara

Kwinana Refinery

Gnaala Kala Booja (South West Settlement)

Nova Operation

Ngadju

Raptor

Warlpiri / Kaytetye / Anmatyerre

Perth Head Office

Whadjuk Noongar (South West Settlement)

South West Terrane

Karri Karrak (South West Boojarah) / Wagyl Kaip Southern Noongar / Gnaala Karla Booja (South West Settlement)

Western Gawler

Kokatha / Maralinga Tjarutja / Mirning / Wirangu / Yalata (Far West Coast) / Antakirinja Matu – Yankunytjatjara

Celebrating Nova

It started, as many great discoveries do, with a geological conviction from a team who recognised the significance of what lay beneath the Fraser Range and had the expertise and persistence to prove it.

Out in Western Australia's Fraser Range, Sirius Resources' exploration team had spent years narrowing their search. Soil geochemistry, geophysics and drilling had progressively strengthened the case for a significant mineralised system beneath the surface. In July 2012, that work culminated in a drill hole that intersected what would become the Nova deposit, one of Australia's most significant nickel discoveries in a generation.

From that moment, momentum built quickly. What began as a remote exploration success in 2012 turned into a fully operational underground mine within just a few years. Development commenced in 2015, and by 2017, the Nova Operation was producing at scale, proof of both the quality of the resource and the capability of the team behind it.

What followed was nearly a decade of consistent, disciplined performance, delivering significant value throughout its life of mine, despite the nickel cycle as we know it. The Nova Operation built a reputation as a high-performing asset - efficient, reliable and underpinned by a culture that valued safety and teamwork. It wasn't just the orebody that made the Nova Operation exceptional; it was the people who brought it to life every day.

Just like any mining operation, there were challenges along the way. But each time, the response was the same: steady, focused and collective. The operation adapted, improved and kept moving forward - stronger for the experience.

Nova's edge came down to geology, a business improvement mindset and focus. Running at 1.85% nickel, Nova was a comparatively high-grade nickel sulphide operation by global standards. Combined with a relatively shallow orebody, thick massive sulphide zones, efficient bulk mining methods and strong metallurgical performance, it delivered a cost structure that few peers could match.

That advantage proved decisive when the nickel price collapsed in 2023–24, as a supply glut impacted commodity prices to multi-year lows and forced a wave of closures across Western Australia's nickel sector. One by one, higher-cost operations were placed into care and maintenance. Nova kept shipping concentrate, remaining in production while many of its peers across the state were forced to curtail or suspend operations.

Today, the Nova Operation stands as a complete story - from discovery to production and now end of mine life.

An operation that not only delivered high-quality nickel, copper and cobalt, but also demonstrated what's possible when expertise, persistence and belief come together.

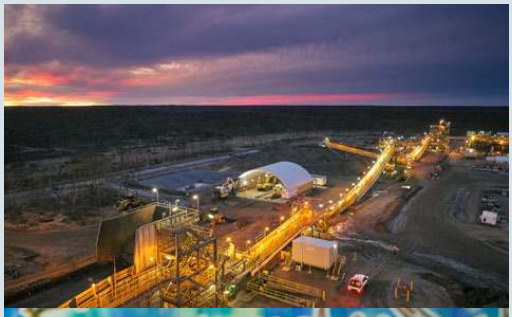
All because a team recognised the significance of what lay beneath the Fraser Range and had the expertise and persistence to prove it.

Partnering with Ngadju Traditional Owners

Located on Ngadju Country in Western Australia's Fraser Range, IGO's Nova Operation has been built on a long-standing partnership with the Ngadju People, the Traditional Owners of the land. Through the Nova Mining Agreement, IGO has worked alongside the Ngadju community to support employment, training, business development and royalty payments, while respecting cultural heritage and embedding Ngadju perspectives into how we operate.

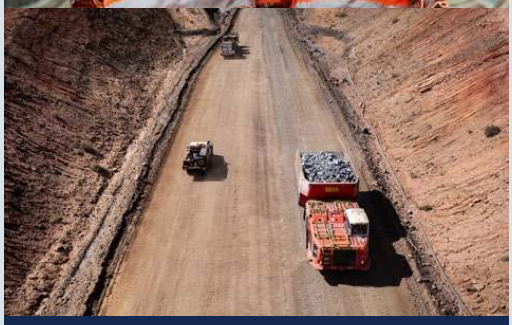
Throughout its operational life, the Nova Operation has supported more than 480 direct employee jobs

including employment and traineeship opportunities for First Nations people, particularly members of the Ngadju community. The operation has also generated a range of contracting opportunities, including for First Nations businesses and individuals.



Our Nova Operation achieved net zero Scope 1 and 2 operational emissions in FY25, and maintained this in FY26,

through decarbonisation activities and the voluntary cancellation of Australian Carbon Credit Units.



224,277 tonnes of nickel produced

between 2017-2026, alongside copper and cobalt production.

"Nova has been the benchmark operation for IGO. It's the people here who have really made Nova what it is. People want to come to work, they are the ones who are turning up every day and who are making a real difference.

What I see at Nova is the embodiment of IGO's value of 'Be better together', not just because of something that the Company puts up on their site - but something that is really part of the Nova DNA."

Bazil Miller
General Manager
2024 - 2026

"I feel very fortunate to have spent more than five years at Nova, including two years leading the site as General Manager.

Nova is the kind of operation people aspire to work at, and I always felt proud to say I was part of the team. What made it special is its people - a genuinely caring, committed and high-performing group who supported one another and took pride in what they did.

That spirit was most evident during challenging times, such as the 2019 bushfire which threatened the site, when both IGO and our Contractor teams pulled together to ensure the safety and wellbeing of everyone on site.

Moments like these stay with you and truly define what Nova stands for. It was an incredibly rewarding place to be part of."

Matthew Spagnolo
General Manager
2021 - 2023

Chair and CEO message

Dear Stakeholders,

We are pleased to present IGO's 2026 Sustainability Report, which outlines our approach, performance and progress across the sustainability topics that matter most to our business and stakeholders.

FY26 was a year in which IGO continued its transition to the next phase of the business while demonstrating that strong sustainability performance and strong business performance are not competing objectives, but mutually reinforcing ones. Improved safety outcomes, operational discipline, responsible stewardship and stronger stakeholder relationships all contributed to our progress during the year. As our Nova Operation approaches the end of its operational life and IGO continues to evolve beyond the asset that has defined much of the Company's history, our commitment to operating responsibly and creating long-term value remains unchanged.

At IGO, we believe in *Making a Difference* by safely, sustainably and ethically delivering the critical minerals needed for electrification. Our purpose continues to guide our decisions, shape our culture and inform how we create long-term value for shareholders and other stakeholders. Throughout FY26, we remained focused on operating with integrity, valuing and protecting our people, partnering to create shared value, strengthening our climate response and exercising responsible stewardship of the resources entrusted to us.

As the Nova Operation approaches the final chapter of its operational life, we celebrate nearly a decade of exceptional performance from an asset that grew into one of Australia's most significant nickel discoveries. Nova's success reflects the skill, determination and collaborative spirit of our people, whose commitment to operational excellence, strong community partnerships and responsible mining has created a legacy of which we are immensely proud. We are particularly grateful for the long-standing partnership we have built with the Ngadju People, whose Country has hosted the Nova Operation and whose perspectives continue to help shape its enduring legacy.

We remain unwavering in our commitment to safety. Strong safety performance is foundational to operational excellence and reflects the care, accountability and discipline required to operate responsibly. During FY26, the Nova Operation reduced its site Total Recordable Injury Frequency Rate from 16.9 in FY25 to 5.3 in FY26. This outcome was achieved through a disciplined, back-to-basics approach that strengthened critical controls, increased visible leadership engagement and empowered our workforce to take greater ownership of safety.

Importantly, the Nova Operation's safety improvement was accompanied by one of the strongest operational years in the asset's history. We believe this reinforces an important lesson for our industry and our business: strong safety performance is not separate from operational performance. Rather, it is a critical enabler of consistent, reliable and sustainable outcomes.

As a company supplying minerals that are essential for electrification, we recognise that how we operate is just as important as what we produce. At our Nova Operation, we maintained net zero operational Scope 1 and 2 emissions in FY26 through a combination of operational decarbonisation initiatives and the voluntary cancellation of Australian Carbon Credit Units. While offsets continue to play a role in our emissions strategy, our long-term focus remains on reducing emissions at source

wherever practical. During the year, we also strengthened our climate governance and risk management processes through preparation of IGO's first mandatory climate-related financial disclosures aligned with the Australian Sustainability Reporting Standards.

Strong partnerships with First Nations peoples and host communities remain fundamental to maintaining trust and creating long-term shared value. A significant milestone during the year was our agreement with the Tjiwarl Aboriginal Corporation to facilitate the transfer of the Bellevue Aerodrome at our Cosmos Project, reflecting our commitment to meaningful engagement and supporting long-term economic opportunities for Traditional Owners.

During FY26, we launched our second Innovate Reconciliation Action Plan for 2025–2027, reaffirming our commitment to reconciliation and establishing a practical roadmap for the next stage of our journey. We continue to benefit from the guidance of our RAP Advisory Group, whose perspectives help strengthen the impact and relevance of our actions.

Beyond the Nova Operation, we continued working with our partners at Greenbushes to maintain strong standards of safety, environmental stewardship and responsible resource development. Greenbushes has a critical role to play in supporting global electrification and ensuring this globally significant asset continues to deliver benefits for our stakeholders over the long term.

Responsible mining also depends on capable people and strong leadership. During FY26, we continued to strengthen organisational capability, leadership systems and governance processes across IGO. We recognise that sustainable performance is ultimately driven by culture, accountability and the quality of decision-making throughout the organisation. The systems and capability we continue to build today are essential to creating lasting value in the future.

While we are proud of the progress achieved during the year, we recognise that responsible mining requires ongoing effort, adaptation and collaboration in a rapidly evolving operating environment. Demand for critical minerals is expected to be driven by global electrification, decarbonisation and technological advancement for decades to come, creating both opportunities and responsibilities for our industry.

During FY26, we continued to advance our proprietary BioHeap™ technology, exploring its potential to unlock value from low-grade copper sulphide resources using naturally occurring micro-organisms. Alongside strengthening our technical and commercial capabilities and expanding our Critical Minerals Development Laboratory, we continued to evaluate how this technology could contribute to a more sustainable approach to resource development. If proven at scale, BioHeap™ has the potential not only to unlock additional copper supply, but also to improve resource efficiency by enabling the recovery of value from lower-grade material that may otherwise remain unutilised.

Ultimately, sustainability is about trust. Trust from our employees that they will return home safe, trust from Traditional Owner groups and communities that we will operate with respect and integrity, trust from governments and regulators that we will meet our obligations, and trust from shareholders that we will create value responsibly and over the long term.

We thank our employees for their dedication, our First Nations partners and communities for their guidance and collaboration, and our shareholders and stakeholders for their continued trust and support. We recognise that trust is earned through actions rather than words, and we remain committed to operating in a manner that justifies that trust every day.

Yours sincerely,

Dr Vanessa Guthrie AO

Chair

Ivan Vella

Managing Director and Chief Executive Officer

Our approach to sustainability

As a purpose-led organisation, our values shape how we work - with trust forming the foundation of our relationships with stakeholders.

We strive to create value by balancing economic prosperity, environmental responsibility and social wellbeing, so that the needs of the present are met without compromising the future.

We believe we are Making a Difference as we seek to safely, responsibly and ethically deliver the critical minerals needed for electrification.

What guides us

Our approach to sustainability is rooted in our Sustainability Framework, a set of five interconnected pillars which reflect the sustainability areas that are important to our business and stakeholders. As members of the United Nations Global Compact (UNGC), we are guided by the UNGC Principles and the United Nations Sustainable Development Goals (UN SDGs).

We have prepared this report in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021 and applied the GRI Mining Sector Standard for the first time, while also pursuing alignment with IFRS Foundation's Sustainability Accounting Standards Board (SASB) Standard for the Metals and Mining Industry.

This report is supported by our 2026 **Sustainability Databook**, which presents our FY26 sustainability performance data, sustainability reporting boundaries, GRI Index, SASB Index and the Independent auditor's review report to the directors of IGO Limited. For more information about our sustainability performance and the subject matter and criteria of our limited assurance engagement, refer to our 2026 **Sustainability Databook** at **www.igo.com.au**.

IGO continues to participate in active environmental, social and governance (ESG) questionnaires such as the S&P Corporate Sustainability Assessment. As at 30 June 2026, we were members of the Dow Jones Best-in-Class (DJBIC)[1] Asia Pacific and DJBIC Australia indices; as well as constituents of the FTSE4Good Index Series. We continue to participate in various ESG rating assessments, including the Sustainalytics ESG Risk Rating, MSCI ESG Rating, the ISS STOXX ESG Corporate Rating and ISS STOXX ESG Quality Score. A summary of our latest ESG ratings as at 30 June 2026 can be found in the 2026 **Sustainability Databook** at **www.igo.com.au**.

1 Formerly the Dow Jones Sustainability Index (DJSI).

Sustainability framework

Sustainability framework pillar	2026 material topics
Valuing and protecting our people	Safety, health and wellbeing Our people
Partnering to create shared value	First Nations peoples and communities Mine transition planning
Transitioning to a lower carbon future	Climate change and decarbonisation[2]
Driving environmental stewardship	Nature Tailings
Operating with integrity	Business integrity Cybersecurity Responsible value chain

2 Refer to IGO's 2026 **Annual Report** at **www.igo.com.au** for IGO's full FY26 Climate-related disclosures.

Reporting what matters

This year, IGO conducted a double materiality assessment with the support of an independent external consultant to identify and evaluate its most material sustainability topics. The assessment considered both the actual and potential impacts of IGO's activities on people, the environment and the economy, including human rights impacts (impact materiality), and how sustainability-related matters may create risks and opportunities for IGO's business and long-term prospects (financial materiality).

The materiality assessment process was guided by the GRI Sustainability Reporting Standards GRI 3: Material Topics 2021 and the GRI Mining Sector Standard, 2024[3] and partly informed by the AASB S1 General Requirements for Disclosure of Sustainability-related Financial Information.

The materiality assessment process involved:

- Identifying a list of potential material sustainability topics through a desktop review of relevant internal and external documents[4], supported by an internal workshop.
- Assessing potential material topics based on their influence on stakeholder perceptions about the Company. This was undertaken through 29 survey responses[5] and 11 interviews[6] with selected internal and external stakeholders.
- Assessing the potential materiality of sustainability topics through an impact assessment that considered both sustainability and financial impacts. This included evaluating the risks and opportunities associated with each topic, considering the likelihood and potential consequences of impacts occurring.
- Prioritising material topics and validating results through an internal workshop[7].

Compared with the prior year, our material sustainability topics have evolved in line with our evolving business to reflect the outcomes of the double materiality assessment. Key changes include combining biodiversity and water into a new 'Nature' topic, incorporating 'Our socioeconomic contributions' into the 'First Nations peoples and communities' topic, and removing waste and non-GHG emissions as material topics[8], while retaining 'Tailings' as a standalone focus area. We also expanded the scope of our previous 'Responsible supply chain' topic, which has been renamed 'Responsible value chain', and updated our previous 'Mine closure' topic to 'Mine transition planning'.

Our sustainability pillars, which remained largely unchanged during the year, and their associated material topics are presented on page 13.

In this report, we outline our approach, progress and performance in relation to our material sustainability topics, except for climate change.

FY26 marks the first year that IGO has reported in accordance with the AASB S2 Climate-related Disclosures standard. These disclosures are included in IGO's 2026 **Annual Report**, available at **www.igo.com.au**.

3 The GRI 14: Mining Sector Standard, 2024, came into effect on 1 January 2026. All GRI 14 sector topics were reviewed and assessed during the materiality determination.
4 Documents included internal risk assessments, comparator reports, industry risk reports, media reviews and sustainability reporting standards.
5 Surveys were completed by the following stakeholders, with representation in survey results shown: IGO employees (62%), business partners (14%), shareholders (10%), First Nations members of IGO's external RAP Advisory Group (7%), and both contractors and industry associations representing 3.5%.
6 Interviews were completed by one IGO Board member, six senior IGO employees and one representative from each of the following stakeholder groups: business partners, shareholders, First Nations member of IGO's external RAP Advisory Group, and an industry association.
7 A materiality matrix was developed with scores from the influence and impact assessments considered. Topics that were rated as ≥3.5 for both impact and influence were considered as meeting the materiality threshold for prioritised material topics.
8 Both waste and non-GHG emissions were rated below the materiality threshold.

Stakeholder engagement

Stakeholder engagement is essential to building trusted, respectful and meaningful relationships. This year, we updated our Stakeholder Policy, which commits IGO to work in a collaborative and transparent way with stakeholders. We recognise that stakeholder expectations of sustainability and ESG performance continue to evolve, and we aim to meet these expectations through transparent disclosure in this report and our 2026 **Sustainability Databook**.

We engage with a range of industry associations, think tanks and initiatives as part of our approach to managing our material sustainability topics. Our industry associations include the Chamber of Minerals and Energy and the Minerals Council of Australia. We also work with a number of other topic-specific groups and initiatives, which are discussed throughout this report.

Read more about how we engage with our stakeholders in the 2026 **Sustainability Databook** at **www.igo.com.au**.

Sustainability governance

Our Board continues to recognise the important relationships between our business and the communities in which we operate. It is the collective responsibility of the Board and all levels of management to ensure we act ethically, responsibly and within the law. As outlined in the IGO Board Charter, the Board is responsible for ensuring that IGO has an appropriate Risk Management Framework for sustainability-related risks; and setting standards for sustainability, social and ethical practices that will build the desired corporate culture and enhance and protect IGO's reputation.

The Sustainability Committee of the Board assists the Board in fulfilling its responsibilities. The Committee oversees, monitors and reviews our practices and governance across sustainability areas and reports on them to the Board. The sustainability areas include safety, health and wellbeing, environmental management (inclusive of rehabilitation and tailings), climate change and decarbonisation, human rights and Modern Slavery, heritage, nature, community engagement and corporate giving. The Committee is responsible for overseeing compliance with regulatory requirements, identifying material sustainability-related risks and overseeing and monitoring the implementation of IGO's sustainability-related strategies and systems. The Committee is also responsible for the review of IGO's material topics and sustainability report, providing recommendations to the Board for approval of our annual sustainability reporting. The People, Performance and Culture Committee also supports the Board in fulfilling its responsibilities to oversee, monitor, review and report organisational development and culture, including workplace diversity and inclusion.

Board training sessions are held when required as part of a continuous learning practice to improve knowledge and awareness on specific sustainability-related topics, particularly emerging sustainability-related standards and expectations.

The Board delegates responsibility for day-to-day operations and administration of the Group to the Managing Director and CEO, who is supported by our Executive Leadership Team (ELT). The ELT has collective management oversight of sustainability, with specific management accountability for different sustainability areas outlined throughout this report. Management provides the Sustainability Committee, the People, Performance and Culture Committee and the Audit and Risk Committee with quarterly updates on sustainability performance and progress.

At the Management level, the Sustainability Forum (renamed from the Health, Safety and Environment Committee), provides strategic oversight of health, safety, wellbeing, environment, climate, heritage and community.

For more information on corporate governance and risk management at IGO, refer to the 2026 **Annual Report** at **www.igo.com.au**.

Valuing and protecting our people

Safety, health and wellbeing

We believe every person connected to IGO deserves a workplace that is both physically and psychologically safe, where they feel genuinely valued and empowered.

We work to build a culture where safety is not an afterthought but a foundation - present in how we lead, how we design our systems, and how we show up for one another. Guided by strong leadership and a collective duty of care, we strive for everyone who works with, or for, IGO to return home safe and well, every day.

FY26 progress

A disciplined, back-to-basics safety approach with stronger safety systems, visible leadership and a workforce increasingly empowered to take ownership of safety.

Built on the success of the Taking Control of My Safety program, we worked with Sentis to develop a course that empowers employees and contract partners to take ownership of their safety, helping to drive a positive safety culture.

Embedded the refreshed Critical Risk Framework across our operations to enhance the management of critical risks.

Strengthened psychosocial safety and wellbeing through a newly developed framework to equip our leaders and teams with skills, support and confidence to collectively adapt to change.

FY26 TRIFR[1]

3.7 from 10.2 (FY25)

FY26 fatalities

0 for the sixth consecutive year

FY26 SPIFR[2]

3.0 from 4.3 (FY25)

UN SDGs

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

3.4, 3.8, 3.9, 8.8

UNGC Principles

LABOUR

HUMAN RIGHTS

1 12-month rolling Total recordable injury frequency rate (TRIFR) – total includes employees and contractors.
2 Serious potential incident frequency rate (SPIFR) includes employees and contractors.

Why safety, health and wellbeing matters

At IGO, we recognise that our operations involve inherent safety, health and wellbeing risks, including critical risks that have the potential to cause serious harm if not effectively managed. Poor safety, health and wellbeing management, together with a failure to identify and address physical and psychosocial hazards, can lead to increased incidents, injuries and fatalities, a deterioration in workplace culture, reputational impacts, and higher costs and insurance claims. We are committed to proactively identifying, assessing and controlling risks across everything we do.

While our activities carry risks, we also recognise the opportunities created through proactive safety, health and wellbeing management - such as attracting and retaining talent, employee engagement, enhanced productivity and supporting improved long-term workforce health and wellbeing.

Our approach

Our approach to safety, health and wellbeing is guided by the IGO Health, Safety and Wellbeing Policy and underpinned by internal standards and procedures. We operate in accordance with the *Work Health and Safety Act 2020* (WA), and the *Australian Sex Discrimination Act 1984* (Cth) regarding Positive Duty obligations.

Our safety approach is built on three pillars: systems, leadership and behaviours.

Our safety approach

Building a safe, resilient and high performing workplace

Safe systems

ISO 45001 Alignment

Management system aligned to international OHS standards

Critical risk framework

Controls for material fatality and injury risks

Mine safety management system

Integrated operational safety governance across sites

Safe leadership

IGO leadership development program

Building capability to lead safety at every level

Visible safety leadership program

Leaders engaging the workforce on the ground

Company objectives

Set on leading indicators, not just lagging outcomes

Safe behaviours

Taking control of My Safety (TCOMS)

Empowering personal ownership of safety

In-Field risk management framework

Real-time hazard identification and control

Our safety management system is aligned with ISO 45001:2018 and relevant Western Australian work health and safety codes of practice, including those covering mine safety, psychosocial hazards, noise, hazardous manual tasks and hazardous chemicals. It applies to all IGO activities, including employees, contractors and service providers, reflecting our commitment to a safe workplace for everyone who works with us. We actively involve workers and their representatives in the development, implementation and review of our safety management system, including improvement programs. Safety is embedded in all operational meetings and reinforced through regular safety committee discussions between leaders and health and safety representatives. Effectiveness of our management system is monitored through performance metrics, field verifications, inspections and audits.

We invest in our people's capability through targeted safety training and inductions, equipping employees and contractors working under our safety management system with the knowledge and skills to identify hazards and work safely. Beyond preventing harm, we are committed to fostering a healthy, safe and supportive workplace through initiatives such as I-GO Well and our continued focus on mental health and psychological safety.

Fitness for work is essential to maintaining a safe and high-performing workplace, with all workers responsible for being fit for duty. IGO supports this through role-specific medical and functional assessments, fatigue risk management practices and drug and alcohol procedures, so that impairment risks are effectively identified and managed.

IGO has a dedicated safety, health and wellbeing team that drives strategy and continuous improvement, with executive management accountability maintained through our Chief People and Sustainability Officer. Safety leadership is championed by IGO's ELT through the management-level Sustainability Forum, while the Sustainability Committee of the Board oversees, monitors and reviews IGO's practices across safety, health and wellbeing.

Embedding Taking Control of My Safety: building a recognisable and people centred safety identity

This year, we made strong progress embedding the Taking Control of My Safety program across our operations, establishing a clear and cohesive safety identity for IGO. What began as an initiative has evolved into a core part of our everyday language, behaviours and routines - shaping how our people understand risk, communicate and support one another.

Our journey started with a clear goal: to adopt a simple yet impactful behavioural-based safety approach. In doing so, we recognised an opportunity to build a stronger, more distinctive safety identity - one our people could genuinely connect with. This led us to explore broader safety culture programs and ultimately partner with Sentis to co-design a solution tailored to our values, workforce and operational context.

With strong leadership backing, Taking Control of My Safety was developed around personal responsibility, situational awareness and human performance principles - the beliefs and mindsets that influence our decision making. It is now embedded in daily conversations and safety language, routine site practices, and our engagement with major contractors - supporting consistent thinking around risk, leadership and safe decision-making.

By empowering contractors and frontline leaders, the program has extended beyond our workforce, helping foster environments where people feel valued, supported and confident to influence how work is performed.

Today, Taking Control of My Safety is a cornerstone of our safety identity - practical, relatable and grounded in care. It reflects our belief that safety is not just a system, but a shared mindset and daily practice that strengthens both our people and our partnerships.

Our progress in FY26

Focusing on the basics remained the foundation of our safety efforts throughout the year. In FY26, we sharpened that approach by concentrating on a small number of critical initiatives, maintaining disciplined execution and using data-driven insights to focus leadership attention where it mattered most.

Empowering our frontline leaders

At IGO, our approach to frontline leadership is grounded in the belief that people are the solution to effective safety management. The individuals closest to the work hold the deepest understanding of how work is performed, the challenges they face, and the opportunities to make it safer and more efficient.

A key focus in FY26 has been empowering our frontline leaders to better understand 'work as normal' - the real conditions, constraints and trade offs that shape day to day operations. Our Visible Safety Leadership Framework encourages leaders to engage meaningfully with their teams in the field, and where required, improve the conditions that influence performance. By listening and learning, we strengthened our ability to identify what supports safe work and where our work processes may unintentionally create friction or risk.

At the core of our approach is a focus on building social capital with our employees - trust, connection and psychological safety. Our leadership principles underscore the importance of strong relationships, with an expectation that leaders bring good intent, care and empathy to every interaction. This fosters an environment where people feel confident to speak up, raise concerns and contribute ideas for improvement. This approach extends to how we interact with all our contract partners.

Managing our critical risks

Hazard identification and risk assessment are fundamental to how we manage safety. We apply systematic processes and proactive learning to identify workplace hazards, assess risks, and implement controls using the hierarchy of controls. Preventing serious harm starts with a clear and honest understanding of the risks with the greatest potential consequences. We empower our workforce to stop unsafe work and provide training in hazard identification and issue resolution processes. When incidents occur, we conduct thorough investigations to identify root causes and implement improvements that support continual enhancement of our safety performance. We also actively encourage workers to report hazards and safety concerns.

In FY25, we undertook a significant refresh of our Critical Risk Management framework, including a comprehensive review of our critical risk landscape, and embedded IGO Guardian - IGO's governance, risk and compliance system.

This year, we built on this work to update our Critical Risk Management framework to better reflect the nature of our current operations and the environments our people work in.

As part of this work, we developed new Critical Risk Management Standards, to clearly define what effective control looks like for each critical risk, providing our leaders and workers with greater clarity, consistency and confidence. Alongside this, a full suite of redesigned critical control checklists were rolled out across our operations and integrated into IGO Guardian - informed by benchmarking against industry peers and leading practices. The checklists were designed to be practical, intuitive and meaningful for the people using them in the field every day.

The impact of this work has been encouraging, with Critical Control Check completions increasing from 612 in FY25 to 894 in FY26 - a 46% increase, reflecting not just improved systems, but a genuine shift in how our people engage with Critical Risk Management. Digitising these checks allowed us to see our control effectiveness data for the first time. Over Q3 and Q4 of FY26 we enhanced the presentation of our performance data through the continued development of digital dashboards and reporting tools.

The refresh has strengthened the connection between our frontline workers and the controls that keep them safe - reinforcing a shared understanding of why Critical Risk Management matters.

As we move into FY27, the insights generated through our refreshed framework will continue to guide where we target our initiatives and where our leaders focus their attention.

Strengthening partnerships to lift contractor performance

Strong, collaborative partnerships are essential to how we operate. Contractors make up a significant portion of IGO's workforce, accounting for 54% of FY26 exposure hours. Most are involved in underground mining, exploration drilling, and site village management, as well as short-term contractors supporting us during major shifts in our mine lifecycles, such as shutdowns or preparing for care and maintenance. Our safety performance is closely tied to contractor safety, and our safety data, targets and goals include our contractor workforce. IGO holds overall responsibility for the safety management systems at all operating sites. Where larger contractors have their own systems, IGO supports their use - provided they meet or exceed IGO's standards, are fit for purpose and adequately resourced to enable effective implementation.

Throughout the year, we continued to invest in deeper, more transparent relationships with our contractors, particularly our mining contractor Barminco, working together to address shared challenges and improve safety and operational outcomes across our sites. Our partnership with Barminco has also been a key contributor to the Nova Operation's strong safety performance during a period of heightened operational complexity. For further details on how the Nova Operation has improved its safety performance, refer to page 25.

A key focus has been partnering closely with contractors to identify and resolve common issues, with joint improvement actions agreed, scheduled, executed and reviewed through the cadence of our regular safety improvement meetings. This disciplined approach has strengthened accountability and created a clearer line of sight between identified risks and the actions taken to address them.

This year, we have also enhanced our contractor selection process, placing greater weighting on demonstrated safety performance, the maturity of safety systems and the availability of engineering controls capable of safely delivering the scope of work.

Furthermore, we empowered contractor frontline leaders by supporting them to build cultures where people feel valued, supported and confident to influence how work is done in a safe and resilient way.

These efforts have contributed to a significant improvement in contractor safety performance, with the contractor TRIFR reducing from 18 in FY25 to 4.1 in FY26. This result reflects the strength of our partnerships, the commitment of our contractors and the shared focus on continuous improvement.

I-GO Well

I-GO Well is IGO's health and wellbeing program - an integrated framework of initiatives and resources that supports the mental and physical wellbeing of our workforce.

IGO adopts a holistic approach to health and wellbeing, helping individuals to prevent harm and protect their health, while supporting them to be proactive on their wellbeing journeys and promoting a healthy, thriving organisational culture.

Key elements of our I-GO Well program include:

- Occupational health and hygiene
- Injury management and workers compensation
- Psychosocial risk management
- Musculoskeletal injury prevention; and
- Wellbeing initiatives.

We extend support as well as occupational health and hygiene management programs and risk assessments to contractors.

Occupational health and hygiene

The Health and Hygiene Management Program manages occupational hygiene monitoring, health surveillance and health management plans across each site. Each site maintains a health management plan informed by operational health risk assessments completed with site leaders and supervisors. These plans address key occupational health hazards such as airborne contaminants, noise, vibration, radiation, ergonomics, thermal stress and water-borne pathogens, with hazardous substances managed through ChemAlert.

In FY26, our occupational hygiene program comprised both core monitoring activities, such as monitoring of airborne contaminants, and targeted non-standard work, including:

- Commencement of biological monitoring for cobalt and nickel exposure at our Nova Operation.
- Additional assessments at the Critical Minerals Development Laboratory, including respiratory and hearing protection fit testing and targeted health surveillance.
- Implementation of the Cority system to manage face and ear fit testing and hygiene monitoring, strengthening visibility of exposure risks and follow-up actions.

Our annual health surveillance monitoring program[3] achieved:

- 100% compliance for face and ear fit testing, audiometric testing and spirometry at the Critical Minerals Development Laboratory.
- Over 80% compliance with ear fit testing and face fit testing for workers potentially exposed to airborne contaminants and/or noise at our Nova Operation. A structured ear fit testing program was recently introduced at the Nova Operation following instances where noise exposures exceeded occupational exposure limits despite workers wearing hearing protection - highlighting our approach to finding better ways of working safely. Face fit testing was also recently implemented as part of the overarching respiratory protection program.
- 90% compliance for ear and face fit testing for the Exploration Team.
- 100% compliance to health and hygiene monitoring plan requirements for the Exploration Team and the Critical Minerals Development Laboratory. At our Nova Operation, compliance reached 78% for airborne monitoring and 93% for noise monitoring.

3 The annual sampling plan monitoring program concluded just outside of the reporting period, in July 2026.

Musculoskeletal Injury Prevention Program, injury management and workers compensation

Through our Musculoskeletal Injury Prevention Program (MIPP), we aim to reduce risk by improving body mechanics, supporting physical conditioning and strengthening task design and work practices across our sites.

In FY26, we:

- Strengthened our injury management and workers' compensation approach through improved governance – including updated processes, procedures and guidance material - enhanced provider alignment, internal capability building and targeted musculoskeletal injury prevention initiatives.
- Reviewed the Early Intervention Program to strengthen early support and help reduce injury severity and duration.
- Delivered training on injury management and return-to-work planning to frontline leaders and supervisors at our Nova Operation, as well as musculoskeletal injury prevention training to the operational workforce.
- Expanded the MIPP through the introduction of occupational physiotherapy support at our Nova Operation from March 2026, delivered through onsite fly-in fly-out (FIFO) coverage and telehealth. This initiative was introduced in response to elevated musculoskeletal and broader health and safety risks associated with the planned wind-down of the Nova Operation, supporting early intervention, treatment and return-to-work planning and strategically assisting with the management of non-work-related injuries that have the potential to impact a worker's ability to perform their duties. Since commencement, the physiotherapy support[4] has been used to support four work-related injuries, 38 non-work-related injuries and for eight return-to-work plan reviews.

Psychosocial safety

The IGO Leadership Framework integrates physical and psychological safety into leadership effectiveness, reinforcing that a strong safety culture underpins organisational performance and long-term growth. Psychosocial risks are recognised as material for FIFO roles, where isolation, extended shifts and roster demands can increase the likelihood of mental ill health.

In FY26, key psychosocial risk management activities included:

- Continuing the psychosocial risk management program and integrating learnings into routine workplace health and safety processes.
- Tailored program delivery for the Nova Operation, Exploration Team and Cosmos Project to reflect operational context and life cycle stage.
- Reviewing and updating psychosocial risk assessments to confirm priority hazards and strengthen controls.
- Promoting available support pathways and services, including employee assistance and site-based resources.
- Using feedback from the Better Together survey to inform targeted actions, delivered in collaboration between IGO's internal People and Culture and Health and Wellbeing Teams.

For more information on psychosocial safety, refer to the case study on page 22.

4 This physiotherapy model replaced the job role profile program originally planned for FY26, as disclosed in the 2025 Sustainability Report, with a continued focus on high-risk operational tasks to carry into FY27. The 2025 Sustainability Report is available at **www.igo.com.au**.

I-GO Well Psychosocial Risk Management Program

Psychosocial risk management is fundamental to maintaining a safe, healthy and productive workplace. IGO has established a proactive psychosocial risk management program through I-GO Well, designed to systematically identify, assess, control and monitor psychosocial hazards across the organisation. These hazards include high job demands, role ambiguity, organisational change impacts, FIFO-related isolation and inappropriate workplace behaviours.

The program embeds psychosocial risk management into existing systems, governance structures and leadership practices.

Key elements of the program include mandatory workforce training, standardised risk assessment processes, integration with incident reporting and investigation systems, collaborative risk reviews and access to targeted specialist support.

Together, these actions strengthen organisational capability to manage psychosocial risks in a structured and consistent manner.

The program enhances regulatory compliance and due diligence by incorporating psychosocial hazards into safety, health and wellbeing governance, psychosocial risk assessments and continuous improvement cycles.

Operationally, it has improved hazard visibility and early reporting pathways, increased workforce participation, and strengthened leadership capability to respond effectively - reducing reliance on reactive, crisis-driven interventions.

Strategically, it supports IGO's ability to maintain a safe, resilient and high-performing workforce during periods of organisational change and across varying asset lifecycle stages.

Implementation has followed a phased, pilot-led approach, initially focusing on the Exploration Team. Key steps included:

- Leadership and stakeholder engagement to build alignment and accountability across the ELT, Senior Leadership Team (SLT) and operational leaders.
- Baseline training rollout to establish a consistent understanding of psychosocial hazards, responsibilities and reporting pathways. The Exploration Team achieved a training completion rate of 98%, while the Cosmos Project reached full completion with 100% of training completed.
- Deployment of the Better Together survey platform to identify and prioritise psychosocial risks within work groups, with structured feedback provided to teams. The Exploration Team achieved a survey completion rate of 86%, with 100% completion of the survey by the Cosmos Project.
- Externally facilitated focus groups to validate findings, explore root causes and develop practical controls. The Exploration Team achieved 100% completion of focus groups.
- Integration into existing systems, embedding psychosocial hazards into safety, health and wellbeing reporting, investigation processes and risk registers.
- Ongoing quarterly review cycles to monitor effectiveness, identify emerging risks and assess control maturity.

Wellbeing initiatives

As part of our commitment to supporting employee wellbeing, we continue to provide eligible employees with fully subsidised, comprehensive Medibank health insurance coverage, complemented by a holistic wellbeing program. Participation in IGO's Medibank health insurance program remains strong, with 71% of eligible employees[5] enrolled. Employees who choose to not participate in the Medibank program are eligible to receive health insurance reimbursements. In addition, Medibank offers a range of health and wellbeing support services, including the Live Better program, which has been accessed by more than 80% of employee members.

During FY26, we undertook the following initiatives, amongst others:

- Operational health and wellbeing support, including ergonomics, musculoskeletal injury prevention and occupational health advice.
- Programs aligned to workforce engagement events, that build connection - including Up All Night and the Converge Move Challenge.
- Enhanced use of health and wellbeing partners, including Converge (our Employee Assistance Provider) and Medibank. This year, we saw approximately 18.3% annual utilisation[6] of our Employee Assistance Program (EAP).
- Continued hydration testing using MX3 saliva testing devices at the Nova Operation, Cosmos Project and exploration sites.
- Improved tracking of I-GO Well lead indicators, including active monitoring of how health and wellbeing are discussed during field leadership interactions. This demonstrates increased maturity in embedding I-GO Well focus areas into conversations, VSLIs and hazard reporting.

During the year, the I-GO Well program was recognised externally as a finalist in the Lifeline WA Workplace Wellbeing Excellence Award.

5 All permanent full time, permanent part-time and fixed-term full time employees on contracts exceeding 12 months are eligible for IGO's Medibank health insurance program.
6 Calculated using the past 12 months of new referrals to the EAP divided by the average number of employees over the same period.

Our performance in FY26

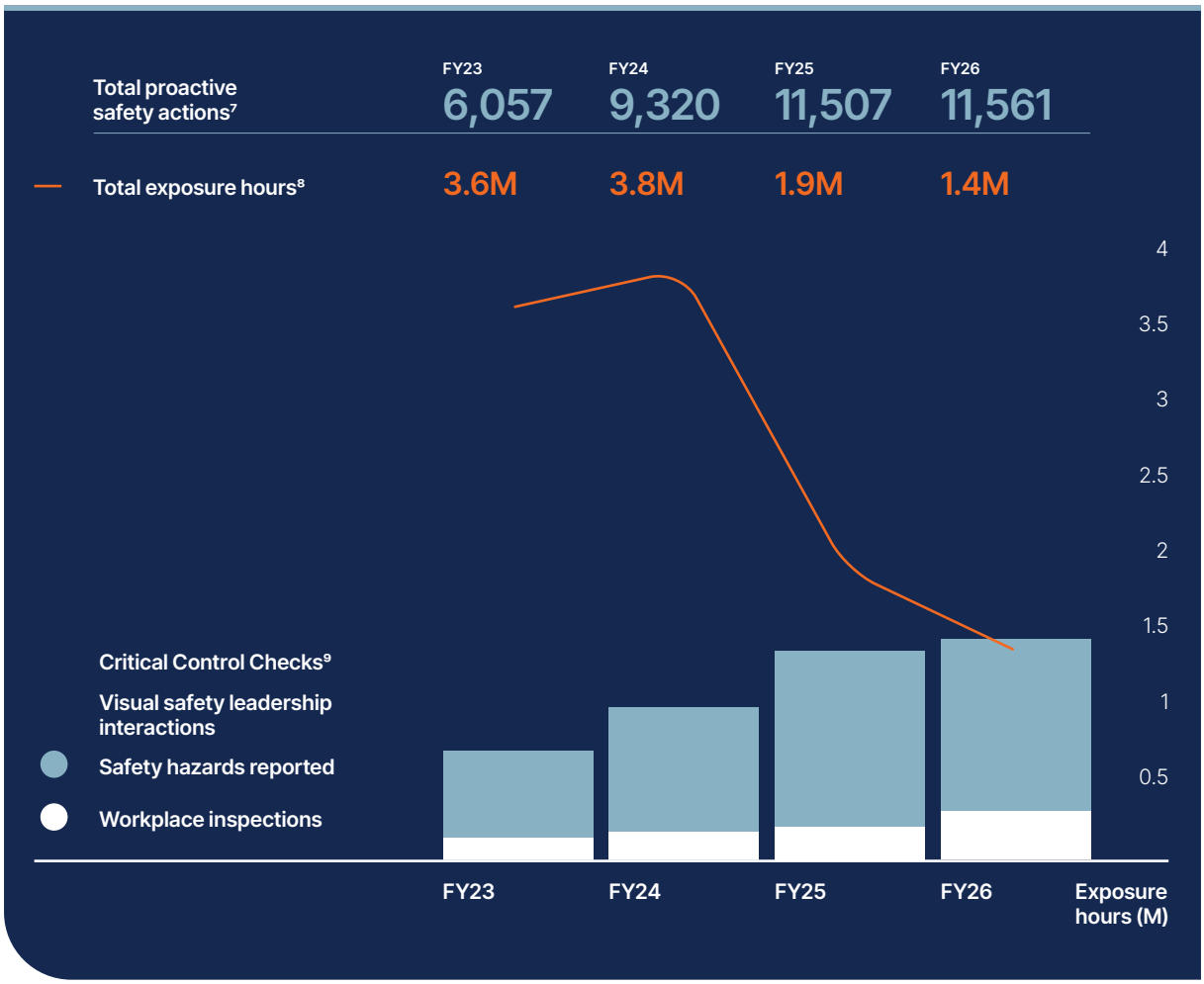
Our safety performance continues to reflect the positive impact of the systems, programs and initiatives outlined throughout this section. Through sustained investment in critical risk management, leadership engagement, workforce capability, psychological health, learning from events, and proactive hazard management, we have strengthened our prevention-focused culture and improved the way we identify and manage risk across the business.

A key enabler of this progress is our lead indicator scorecard, which provides a consistent framework for measuring and improving proactive safety activities. The scorecard tracks critical leading indicators, including Critical Control Checks, visual safety leadership interactions, hazard reporting and action management. With our scorecards setting site-specific targets to drive accountability, our people are increasingly focused on identifying and addressing risks before harm occurs.

Safety, health and wellbeing performance is routinely monitored across a broad range of leading and lagging indicators visualised on live dashboards and summarised in daily and weekly reports provided to key internal stakeholders, and monthly performance review meetings with our SLT and ELT.

All safety performance data represents the combined performance of employees and contractors. For a complete view of our safety performance, including separate employee and contractor data and five-year trends, please refer to the 2026 **Sustainability Databook** at **www.igo.com.au**.

As shown in the figure below, our total proactive safety actions have continued to increase despite a 63% reduction in exposure hours between FY23 and FY26. This demonstrates that our improvement is driven by engagement and intent, not by increased activity.



7 Total proactive safety actions are the sum of Critical Control Checks, visual safety leadership interactions, safety hazards reported and workplace inspections. Performance data on each of these metrics is available in the 2026 **Sustainability Databook** available at **www.igo.com.au**.

8 Exposure hours worked are a total of employees and contractors.

9 Critical Control Check is defined as the process of conducting an in-field verification that defined aspects of critical controls are being met.

While our lead indicators increasingly guide how we shape future safety improvement, we continue to measure, evaluate and learn from past performance through our lagging indicators. This also helps us to benchmark our performance in line with our peers. A snapshot of our lag indicators are provided in the table below.

Across both lead and lag indicators, the past four years have shown a sustained reduction in serious potential incidents and total recordable injuries, and a steady increase in proactive safety actions. These outcomes demonstrate that long-term safety improvements are driven by the consistent application of fundamental safety practices, rather than the pursuit of new programs or initiatives.

Lag indicators[1]	FY26	FY25	FY24	FY23
Fatalities from health and safety incidents	**0**	0	0	0
Total recordable injuries[2]	**5**	19	39	58
Total recordable injury frequency rate[3]	**3.7**	10.2	10.4	16.0
Total lost-time injuries[4]	**1**	5	2	3
Total lost-time injury frequency rate	**0.7**	2.7	0.5	0.8
Serious potential incidents[5]	**4**	8	17	20
Serious potential incident frequency rate	**3**	4.3	4.5	5.5
Total recordable cases of work-related ill-health[6]	**3**	4	26	10
Total recordable cases of work-related ill-health frequency rate	**2.2**	2.2	6.9	2.8
Open accepted workers' compensation claims as at 30 June	**1**	4	4	10
Total accepted workers' compensationclaims as at 30 June	**5**	4	5	11

1 Incidents are included where IGO controls the work location or controls the work activity. All frequency rates are calculated per million hours worked. All data includes total values that include both employees and contractors. For disaggregated data – refer to the 2026 **Sustainability Databook** at **www.igo.com.au**.

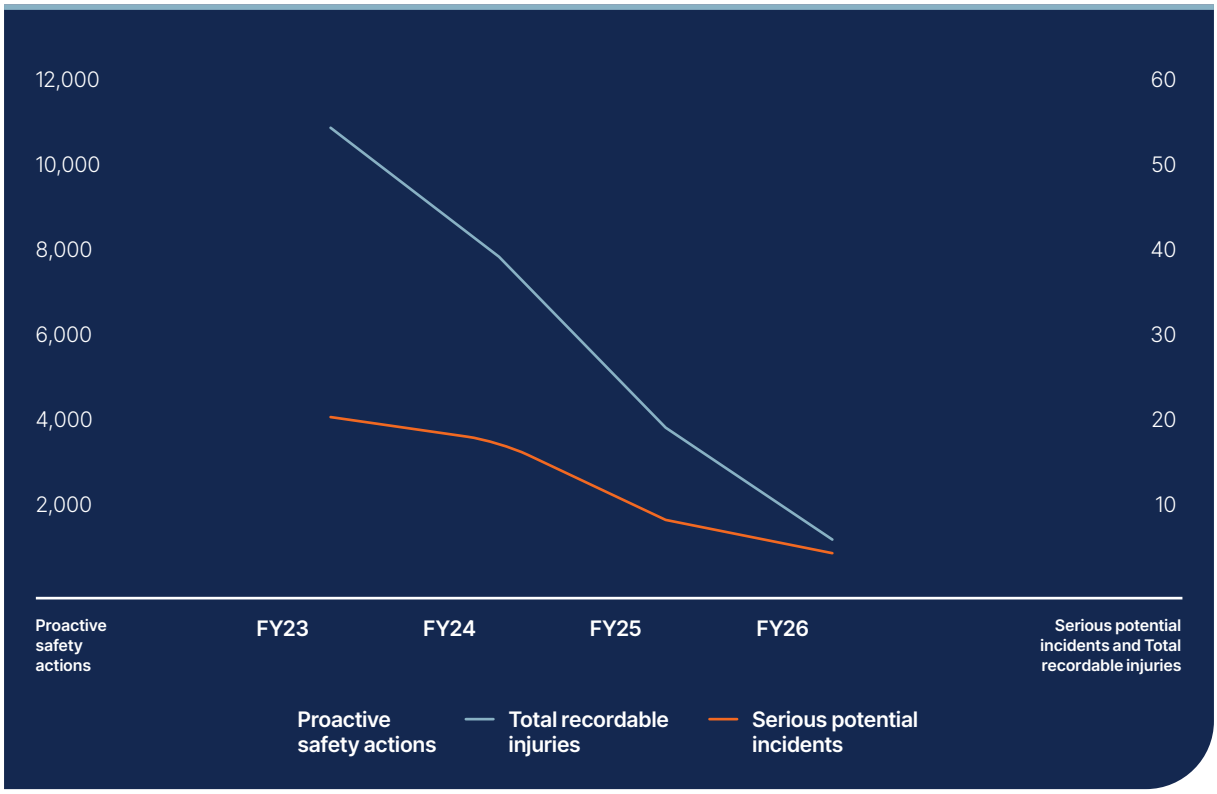
2 Total recordable injuries are the sum of all new work-related injury cases that meet recording criteria during the reporting period, which include medical treatment injuries, restricted work injuries, lost-time injuries and fatalities.

3 The FY26 value is subject to limited assurance by EY. For more information, refer to the Assurance tab of the 2026 **Sustainability Databook** at **www.igo.com.au**.

4 A lost-time injury (LTI) is an injury sustained by an employee, or contractor whilst at work which prevents the employee from completing any duties for a period of 1 or more calendar days, or shifts, after the day of the injury with no capacity for work.

5 Serious potential incidents are incidents where the worst credible potential consequence is determined to be a fatality or permanently disabling injury, or a critical environmental or community impact. The FY26 value is subject to limited assurance by EY. For more information, refer to the Assurance tab of the 2026 **Sustainability Databook** at **www.igo.com.au**.

6 Recordable illnesses are the sum of all new work-related disease cases that meet recording criteria during the reporting period including occupational respiratory disorders, occupational hearing loss, musculoskeletal disorders, occupational cancers and other occupational medical disorders.



Sustained Improvement in the Nova Operation's safety performance through strong foundations and consistent leadership

Image: *Nova Operation processing plant.*

Throughout FY26, the Nova Operation has delivered a sustained improvement in safety performance, with the site's TRIFR (combined for employees and contractors) decreasing from 16.9 in FY25 to 5.3 in FY26.

Since December 2024, the site has strengthened its focus on leading indicators and frontline engagement, reinforced by the Taking Control of My Safety program (refer to page 18 for more information). A stable and predictable operating rhythm has also supported proactive risk management, improving communication and safety outcomes.

These improvements have been particularly significant as the Nova Operation approaches the end of its operational life - a phase typically associated with elevated risk. Despite this, the site has demonstrated a notable shift in both mindset and behaviour. This was most clearly evidenced during the most recent shutdown, which presented increased complexity due to its status as the final shutdown and the addition of approximately 100 supplementary contractors. The shutdown was executed without any injuries, under budget and ahead of schedule - reflecting a high level of operational maturity, discipline and leadership.

The Nova Operation's experience demonstrates that a sustained focus on fundamentals, combined with empowered people and strong partnerships, can drive meaningful and enduring improvements in safety performance which become embedded in site culture.

Looking ahead

As we look to FY27, we seek to continuously improve our safety, health and wellbeing performance through the following activities:

- Remaining disciplined in doing the basics well, so that core safety practices remain consistent and reliable across all future operations. The first half of FY27 will be focused on the workforce at our Nova Operation as operations ramp down.
- Developing a fit for purpose contractor safety management system that supports the needs of our evolving business, with a particular focus on short-term contractors and demobilisation activities.
- Evolving common safety standards across all areas of the business as our operating profile continues to change, in order to support clarity, alignment and shared expectations for all workers and partners.
- Continuing to provide both occupational hygiene support and psychosocial risk management, with focused and tailored support to our Nova Operation as operations ramp down.
- Leveraging Medibank and Converge to provide tailored support services, while updating training and support programs to meet the needs of a changing organisation.
- Strengthening the controls around the safety and security of our people working in overseas jurisdictions, as our business continues to evolve.

Valuing and protecting our people

Our people

Our people play a vital role in IGO's long-term success and to delivering our purpose of Making a Difference.

We are committed to building a diverse, capable and inclusive workforce where everyone feels valued, respected and empowered to perform at their best.

FY26 progress

Delivered our Leadership Development Program to continue our focus on building leadership capability across the Company.

Supported our Nova Operation's transition planning through a structured, people-centred approach enabling a safe ramp-down, with fair and respectful outcomes.

Strengthened succession planning across the business by identifying critical roles and developing plans to support leadership continuity.

FY26 women on our Board[1]

50% ↑ from 44.4% (FY25)

FY26 women in our ELT[1]

40% ↓ from 50% (FY25)

FY26 women employees[2]

31% ↓ from 33.3% (FY25)

FY26 First Nations employees[2]

6.4% no change from FY25

FY26 employee engagement score[3]

60% ↑ from 47% (FY25)

UN SDGs

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

5.1, 5.5, 10.2

UNGC Principles

HUMAN RIGHTS

LABOUR

1 Metrics related to percentage of women on our Board (inclusive of our Managing Director and CEO) and women in our ELT are measured as at 30 June 2026. Our Managing Director and CEO is included within both the ELT and Board figures.

2 Metrics related to FY26 women employees and FY26 First Nations employees are measured as at 30 June 2026. These FY26 values are subject to limited assurance by EY. For more information, refer to the Assurance tab of the 2026 **Sustainability Databook** at **www.igo.com.au**.

3 Employee engagement score is a measure of our employee experience.

Why our people matter

At IGO, our people are central to everything we do. Having the right people, supported in the right ways, strengthens our ability to operate, grow and deliver on our purpose. When people feel supported, engaged and included, the benefits are clear: stronger performance, greater innovation and improved retention.

Our culture of care, connection and mutual respect helps us attract and retain talent, deliver on our strategy and create shared value for our business, partners and the communities where we operate.

Our approach

Our approach to People and Culture is grounded in our Values and the IGO Code of Conduct. We are also guided by the UNGC Principles, our Diversity, Inclusion and Equal Employment Opportunity Standard and internal procedures.

Our Board is supported by the People, Performance and Culture Committee, which reviews and makes recommendations on recruitment, retention, workforce planning, leadership and development, performance and talent management, culture and remuneration. The Executive Leadership Team, supported by the People and Culture Forum, holds collective accountability for people outcomes. Management accountability for the People and Culture Team is held by the Chief People and Sustainability Officer.

Our progress and performance in FY26

Culture and employee engagement

Each year, we engage with our employees through our Engagement Survey to understand their experience of working at IGO. This year, 80% of employees completed the FY26 survey (80% in FY25) and we received an overall engagement score of 60% (47% in FY25).

Higher scores were driven by strong advocacy measures, including employees' pride in working for IGO and their likelihood of recommending IGO as an employer. Safety continued to be a strong contributor to overall engagement outcomes. Opportunities for improvement centre on how organisational change is managed, driven mainly by IGO's future direction beyond the Nova Operation and continuing to build the capability of our leaders at all levels.

Diversity, equity and inclusion

IGO is committed to building an equitable, diverse and inclusive workplace that reflects the communities in which we operate. To support this, IGO is a member of CEOs for Gender Equity and a WORK180 endorsed employer - an initiative that empowers women to choose organisations committed to supporting their careers.

Key diversity metrics as at 30 June 2026 include:

- 31% representation of women
- 50% representation of women on the Board (inclusive of our Managing Director and CEO)
- 40% representation of women in our ELT - meeting our commitment to 40:40 Vision[3]; and
- 22% representation of First Nations women on our external Reconciliation Action Plan (RAP) Advisory Group.

In line with the *Workplace Gender Equality Act 2012*[4], IGO conducted its annual gender pay gap submission. For the latest Workplace Gender Equality Agency (WGEA) reporting period (2024-2025), IGO's average total remuneration mid-point gender pay gap[5] was 8.7% favoured towards males (industry comparison group at 15.1%); improving from the previous year[6] gender pay gap of 11.8% (industry comparison group at 15.4%).

IGO's median total remuneration gender pay gap this year, was 12.2% (industry comparison group at 14.5%), decreasing from 14.6% in the previous year[7] (industry comparison group at 19.9%). The remaining gap is largely driven by the under-representation of women in higher pay quartiles, which remains a key focus area.

3 Founded by HESTA and supported by industry partners, the 40:40 vision seeks to achieve gender balance in ASX300 executive leadership by 2030.

4 The Workforce Gender Equality Agency (WGEA) is an Australian Government agency established under the Workplace Gender Equality Act 2012, which requires employers with 100 or more employees to report annual on gender equality indicators and workforce composition.

5 Gender pay gap refers to the difference between the average or median remuneration of men and women, expressed as a percentage of men's remuneration.

6 Average total remuneration gender pay gap relates to the IGO Limited Corporate Group under WGEA which includes IGO Nova Pty Ltd, IGO Cosmos Pty Ltd, IGO Limited and IGO Forrestania Limited. In IGO's 2025 Sustainability Report, the average total remuneration gender pay gap was reported as 10.8% which only referred to IGO Limited, and not the Corporate Group. This, and the industry comparison group value, has been restated to improve comparability.

7 Median total remuneration gender pay gap relates to the IGO Limited Corporate Group under WGEA which includes IGO Nova Pty Ltd, IGO Cosmos Pty Ltd, IGO Limited and IGO Forrestania Limited. In IGO's 2025 Sustainability Report, the median total remuneration gender pay gap was reported as 4.9% which only referred to IGO Limited, and not the Corporate Group. This, and the industry comparison group value, has been restated to improve comparability.

Building leadership capability

During the year, IGO delivered its Leadership Development Program in partnership with an innovative leadership advisory group, building leadership capability across corporate and operational teams in line with our values and strategic priorities.

Two programs - Leader's Edge for supervisors and The Developmental Leader for managers - were designed to strengthen leadership effectiveness and promote consistency across the organisation through immersive learning, group coaching and individual development.

A total of 75 leaders completed Leader's Edge across five cohorts, while 77 leaders participated in The Developmental Leader program, which focused on leading self, teams and systems to enhance self-awareness, team performance and strategic decision-making.

The program addressed risks associated with inconsistent leadership practices, improving alignment, collaboration and organisational connectivity. It enhanced leadership confidence, capability and engagement, supporting more effective decision-making and responsiveness in a complex environment.

Through its delivery, the two programs strengthened leadership capability across the organisation, supporting greater consistency, confidence and readiness for career progression. This contributed to a stronger internal talent pipeline and helped enable promotions through enhanced capability, supporting IGO's long-term performance.

First Nations peoples represent 6.4% of our workforce, supported by targeted programs including the Ngadju Traineeship Program and Yarning Together initiative at our Nova Operation. As part of our RAP, we continue to focus on improving employment outcomes by increasing First Nations recruitment, retention and professional development. This year, we reviewed our people policies in partnership with our external RAP Advisory Group to identify and address any potential barriers to First Nations participation in our workplace. For more information, refer to the First Nations peoples and communities section on page 30.

Leadership and capability development

Our investment in learning and capability development equips our people with the skills, mindset and confidence to lead effectively, and contribute to a high-performing culture. IGO provides employees with meaningful growth opportunities through a range of learning and development initiatives - including study assistance, internal and external mentoring programs and opportunities and structured career development planning.

Internal mobility is actively encouraged, with promotions and career progression recognised as key drivers of individual growth and long-term capability building. In FY26, IGO made 57 internal promotions, up from 27 in FY25, reflecting our commitment to developing talent so that we have the skills and leadership needed for the future. Women made up 17.5% of FY26 internal promotions, down from 33% in FY25.

Recognising succession as a key organisational risk, IGO implemented a formal succession planning process in FY26. The approach prioritised building a strong pipeline of internal talent for critical roles, including our SLT members who are two levels below the CEO. Successors were assessed against defined readiness criteria through calibrated talent reviews, evaluating both performance and potential. Where capability gaps were identified, targeted development plans were initiated, complemented by strategic external recruitment where required. This integrated approach enhances leadership continuity and operational resilience in support of IGO's long-term strategy.

Throughout the year, we developed and embedded 11 new online training modules into our Learning Management System alongside system enhancements and improved access to learning data. Each module was purpose-built around IGO processes, policies, and systems to address new training needs or close longstanding gaps. These initiatives expanded IGO's training capability, modernised the learning experience and improved visibility of team progress.

Supporting our People at the Nova Operation

As the Nova Operation approaches the end of its operating life, IGO is managing a complex workforce transition while maintaining operational delivery and supporting our people through change. A structured, people-centred approach is in place to support employees through each stage of the transition, including continued employment, redeployment, career transition and exit.

To strengthen capability and future employability, IGO implemented initiatives including career planning conversations and leadership development programs. Employees were also supported to broaden their experience through secondment roles, higher duties and specific projects, increasing visibility of future career pathways while building operational resilience during the transition.

Employees have access to comprehensive transition support, including career coaching, financial wellbeing services and employee assistance programs. This is supported by regular, transparent communication from the Nova Operation Team and a dedicated information hub.

A structured consultation process gives employees early visibility and time to prepare for change. This includes ongoing site-wide communication and formal individual processes, with consultation discussions generally commencing around 75 days before role completion and outcomes confirmed approximately 45 days prior.

To maintain stability, IGO also implemented a holistic retention and engagement approach, combining financial incentives with leadership visibility, recognition, feedback mechanisms and community connection. Together, these actions support a fair, transparent and respectful transition while helping employees prepare for future opportunities.

Performance and accountability

IGO's approach to performance consists of a structured annual performance cycle that aligns individual goals with the Company's Business Plan and strategic priorities, creating a clear link between employee contributions and enterprise outcomes. Leaders play a critical role in cascading objectives and embedding accountability across teams.

Where performance or conduct issues arise, these are managed through a structured process based on fairness and early intervention, with a focus on informal resolution supported by an escalation pathway where required. All processes are aligned with legislative requirements and supported by robust documentation to maintain transparency.

Reward, recognition and employee value proposition

IGO is committed to attracting, retaining and rewarding talented people through a competitive and equitable employee value proposition. Remuneration is regularly benchmarked against industry peers and includes short and long-term incentives aligned with individual and Company performance. Share-based programs reinforce a culture of ownership and alignment with long-term success.

Recognition is an important part of IGO's culture, with initiatives such as the Making a Difference Awards, service awards and site-based recognition programs celebrating employee contributions and tenure.

IGO's employee value proposition includes a comprehensive range of benefits that support employees at all stages of life. This includes 26 weeks of paid parental leave (or 52 weeks at half pay) for primary caregivers with superannuation paid on all parental leave, flexible work arrangements and the I-GO Well program supporting health and wellbeing for all our employees.

Employees and their families also have access to a confidential Employee Assistance Program, as well as private health insurance options[8].

Looking ahead

As we look to FY27, planned activities include:

- Supporting safe production and the ramp down at the Nova Operation, with a focus on retaining key talent and preserving organisational knowledge.
- Strengthening culture alignment with IGO's strategic priorities and future growth ambitions.
- Continuing to invest in leadership capability to build confidence, consistency and readiness across the business.
- Advancing strategic workforce planning and global mobility initiatives so that the organisation has the skills, capabilities and talent mobility framework required to support future growth.
- Reviewing the remuneration framework to support market competitiveness and alignment with IGO's employee value proposition.

8 Refer to the Safety, health and wellbeing section of this Sustainability Report for further information on our health insurance program. For further information on benefits offered by IGO, refer to the 2026 **Sustainability Databook** at **www.igo.com.au**.

Partnering to create shared value

Image: *Celebrating 2026 National Reconciliation Week with Barry Winmar and Dr Rishelle AM*

First Nations peoples and communities

At IGO, our ability to explore, develop and operate relies fundamentally on the trust and support of the communities where we work.

We recognise that responsible mining requires access to Country, protection of cultural heritage and the delivery of meaningful economic opportunities for host communities. Our host communities - including First Nations peoples on whose Country we operate - are not simply stakeholders to engage with, but respected partners that we work with to create and sustain value.

FY26 progress

Launched our second Innovate Reconciliation Action Plan (RAP) covering 2025 - 2027, reaffirming our commitment to reconciliation and setting out the actions we will take to contribute to a more inclusive and equitable future.

Continued to support First Nations employees through our Yarning Together Program to provide a culturally safe space to connect, build trust and share experiences.

Refocused our community partnerships to align with IGO's evolving business and long-term value objectives - prioritising enduring partnerships that extend beyond funding by leveraging employee skills and enabling meaningful involvement through volunteering, mentoring and collaboration.

37

Heritage Protection Agreements with Traditional Owner groups

FY26 Volunteering hours

370 ↑ from 121 (FY25)

59 ↓ from 61 (FY25)

Employees completed cultural awareness training

UN SDGs

8 DECENT WORK AND ECONOMIC GROWTH

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

8.5, 11.4, 12.7

UNGC Principles

HUMAN RIGHTS

LABOUR

Why First Nations peoples and communities matter

IGO's relationships with communities extend across the full lifecycle of its operations, from exploration through to closure. Access to Country and strong, trusted relationships with First Nations peoples and host communities are essential to delivering our strategy.

Effective and respectful engagement with communities is central to creating long-term value, helping to mitigate risks such as disputes, project delays and reputational impacts. Strong relationships and well-implemented agreements support compliance, foster trust, enhance planning certainty, and create opportunities for First Nations employment, business development and positive community outcomes.

Our approach

Our approach to working with First Nations peoples and communities is guided by our updated IGO Stakeholder Policy, which commits IGO to building trusted and meaningful relationships with stakeholders through transparent engagement and ethical governance.

Through our Stakeholder Policy, IGO is committed to seek opportunities to create shared value with First Nations peoples, local communities and landowners and others directly affected by our activities and operations. We also seek to engage regularly, openly and honestly with our stakeholders and take their views and concerns into consideration in our decision-making.

IGO's approach to building respectful, long-term relationships with Traditional Owner groups is through early engagement, agreement-making, developing a shared commitment and practical implementation of commitments.

Our Stakeholder Policy is supported by internal First Nations cultural protocols, Heritage Protection Agreements with native title holders and/or Traditional Owner corporations and internal procedures for heritage protection and land access during exploration.

Together, these frameworks guide our interactions and enable our teams to operate responsibly and in line with Traditional Owner agreements.

IGO's Innovate RAP provides the overarching framework for reconciliation and engagement with First Nations peoples. Developed in consultation with Reconciliation Australia, the RAP sets clear, measurable commitments across relationships, respect, opportunities and governance.

Beyond our obligations to First Nations peoples, IGO also invests in the wider communities in which we operate through procurement, community partnerships and ongoing consultation. Our internal Corporate Giving Standard sets out the principles, eligibility criteria and governance framework that guides our Community Partnership Program.

Our approach to working with First Nations peoples and communities is multidisciplinary and integrated across the entire life of mine. This work is led by our External Affairs Team, in close collaboration with our Operations and Exploration Teams.

Executive management accountability is maintained by the Chief People and Sustainability Officer, while the Board-level Sustainability Committee supports the Board with oversight of relevant policies and practices. Performance is monitored through established governance forums, including the Board-level Sustainability Committee, management-level Sustainability Forum, external RAP Advisory Group and our internal RAP Working Group.

Industry association partnerships help businesses collaborate, share knowledge and collectively address challenges. IGO is a member of the Minerals Council of Australia (MCA) and the Chamber of Minerals and Energy with IGO subject matter experts actively participating in relevant committees and working groups.

Aligned with our work on reconciliation, we are also members of both Reconciliation WA and Reconciliation Australia.

Our progress and performance in FY26

Traditional Owner group engagement and protecting cultural heritage

Our ability to access land and operate responsibly is underpinned by strong, enduring relationships with First Nations peoples, Prescribed Bodies Corporate and representative groups. Engagement is integrated throughout the entire project lifecycle and formalised through agreements and governance structures, with a strong emphasis on respecting cultural authority and the rights of Traditional Owners.

Prior to any exploration activity, we work to establish Heritage Protection Agreements (HPAs) with relevant Traditional Owner groups that recognise and support the cultural, social and economic values of host communities. These agreements provide a structured framework for engagement, including the involvement of Traditional Owner-appointed cultural heritage specialists to undertake surveys and assessments. Outcomes from these surveys guide how exploration activities are planned and undertaken, so that culturally significant areas are identified, protected and avoided where necessary. This approach is guided by the principles of Free, Prior and Informed Consent (FPIC), relevant regulatory frameworks, and the principle of 'no means no' to respect areas of cultural significance from the earliest stages of exploration.

During FY26, we undertook cultural heritage surveys over 563,220 hectares and had 161 managed cultural heritage sites. No communities have been resettled as part of IGO's operations or projects.

IGO's Exploration Clearing and Heritage Protection Procedure outlines requirements for identifying and safeguarding First Nations peoples' heritage during land clearing. All clearing must align with approved heritage surveys and requires internal approval through an Exploration Land Clearing Request Form. Employees and contractors involved in clearing activities must complete relevant training and demonstrate competency with project-specific inductions that reinforce compliance obligations. Where culturally significant areas are identified, IGO works with Traditional Owner groups to avoid impacts or implement agreed mitigation measures, including adapting exploration plans as needed.

In FY26, IGO enhanced internal cross-functional collaboration across land access, heritage, operations, procurement, sustainability and project teams to improve consistency and delivery. This included more integrated planning to align heritage approvals with operational timelines, improved coordination of surveys and compliance activities, and closer collaboration with procurement to support First Nations business participation. IGO also strengthened internal systems, clarified responsibilities and further embedded First Nations considerations into exploration planning, approvals and operational decision-making, enabling earlier identification of constraints and opportunities.

Across our operations, engagement is tailored to local contexts. At our Cosmos Project, IGO works with the Tjiwarl Aboriginal Corporation through formal agreements, regular meetings and collaboration on heritage and economic opportunities. At our Nova Operation, engagement with Ngadju Traditional Owners extends into transition planning, including consultation on procurement and future land use. More broadly, across Western Australia, the Kimberley and the Northern Territory, engagement is guided by HPAs and mining agreements that enable early consultation and locally appropriate approaches.

In FY26, IGO maintained a disciplined, agreement-led approach to engagement with Traditional Owner groups across its exploration, operational and mine transition activities, with HPAs in place with 37 Traditional Owner groups. Throughout the year, we actively engaged with six Traditional Owner groups. We progressed implementation of our agreements with Tjiwarl Traditional Owners at the Cosmos Project to support exploration access, and with Ngadju Traditional Owners at the Nova Operation to support ongoing operations and transition planning, including continued engagement on land use, rehabilitation and future opportunities.

IGO engaged early with the Ballardong Aboriginal Corporation as part of transition planning for the Forrestania Operation, including structured workshop consultations. Engagement continued through care and maintenance and into the divestment of the asset. As part of the transfer to the new owner, existing heritage agreements with both Ballardong and Marlinyu Ghoorlie across the project footprint were assigned to support continuity of Traditional Owner group heritage protections and engagement frameworks.

Our exploration strategy is evolving as we assess opportunities in new jurisdictions across Australia and potentially internationally. As our footprint expands, we will continue to engage early, authentically and in good faith with the communities and First Nations peoples connected to these regions. During the year, we secured two new agreements covering exploration programs at Cosmos and Dogleg in West Kimberley.

Reconciliation in action

Our Innovate RAP is guided by Reconciliation Australia and aligned with its RAP Framework, reinforcing our commitment to meaningful engagement and reconciliation with First Nations peoples. In November 2025, we launched our second Innovate RAP covering August 2025 to July 2027, reaffirming this commitment and setting out the actions we will take to contribute to a more inclusive and equitable future.

The updated RAP reflects significant organisational and operational changes since our first plan, including a reduced mining footprint and employee headcount. It places greater emphasis on sustaining reconciliation efforts beyond operations, strengthening internal awareness and establishing culturally safe grievance mechanisms. It also builds on the foundations of our initial RAP by embedding key learnings, deepening engagement with First Nations peoples, and introducing new initiatives such as cultural safety mentoring and targeted communication strategies to better support First Nations employees and communities.

Built on the three RAP pillars of relationships, respect, and opportunities, the IGO RAP supports the development of deeper and stronger relationships with First Nations peoples through actions that improve trust, understanding of and respect for First Nations cultures, rights and experiences, and the creation of opportunities for equal participation in life opportunities and outcomes.

Implementation of the RAP is supported by both an internal RAP Working Group and an external RAP Advisory Group. Established in FY24, the RAP Advisory Group includes First Nations people representatives from Country on which IGO has a footprint. The group has played an important role in the implementation of IGO's RAP, providing First Nations peoples' perspectives, invaluable guidance and support to IGO. In FY26, IGO held 11 RAP Working Group meetings and three external RAP Advisory Group meetings, supported by strengthened administration, project management and monitoring and evaluation processes so that commitments were effectively tracked and delivered across the business.

While recognising and respecting cultural protocols, IGO also values inclusive engagement, reflected in the representation of 22% First Nations women within the external RAP Advisory Group as at 30 June 2026.

Key RAP activities this year included:

- Building on the cultural safety mentoring program established in the prior year to develop the Yarning Together program. This initiative supports First Nations employees by providing a culturally safe space to connect, build trust and share experiences, recognising that western support services may not always be preferred. It enables regular wellbeing check-ins and discussions on cultural understanding, trainee support, professional development, RAP initiatives and updates on the Nova Operation's transition, particularly for Ngadju employees.
- Continuing to offer our cultural awareness training, which was attended by 59 employees in FY26.
- Progressing First Nations business participation through procurement and identification of employment and economic opportunities. Refer to our Responsible Value Chain section on page 60 for more information on First Nations procurement.
- Celebrating both NAIDOC week in July 2025, an annual celebration in Australia that honours the history, culture, and achievements of First Nations peoples, as well as National Reconciliation Week in May 2026. Our National Reconciliation Week celebrations included a Welcome to Country on the South Perth foreshore with Barry Winmar, a Town Hall with Dr Rishelle Hume AM, and a reconciliation dinner at our Nova Operation.

IGO continues to support the Uluru Statement from the Heart, including its principles of Voice, Treaty and Truth.

IGO's Innovate RAP is available at **www.igo.com.au**.

Embedding structured heritage management

IGO's HPA with Bunuba Aboriginal Corporation provides a clear, consistent framework for managing cultural heritage for our Kimberley Exploration work, where complex tenure and overlapping regulatory requirements exist.

The HPA consolidates heritage management into a single, operational approach covering surveys, monitoring, engagement and compensation. Embedded into exploration planning, field procedures and governance systems, it enables a consistent approach aligned with both regulatory obligations and Bunuba Traditional Owner group expectations.

The agreement establishes defined triggers for surveys, structured consultation processes and participation by Bunuba Traditional Owner heritage representatives in field activities. This allows cultural values to be identified early and integrated into project design and execution.

By incorporating heritage considerations at the program design stage, IGO has improved planning efficiency, reduced late-stage changes and enabled more proactive engagement with Bunuba Traditional Owners. Clear approval pathways and the early identification of sensitive areas have strengthened risk management and reduced delays.

Consistent fulfilment of obligations has reinforced trust and minimised the risk of disputes, supporting a collaborative approach that protects cultural heritage while supporting operational requirements.

Community partnerships

Over the years, corporate giving has been a key part of IGO's culture, supporting our purpose and values by enabling us to make a positive contribution to the communities closest to our operations and exploration areas.

As IGO continues to evolve, we made a deliberate and strategic decision this year to refocus our corporate giving program, aligning it with our current operating model, the resources we can sustainably commit and the long-term value we aim to create with our partners. Our focus areas include supporting organisations that deliver education, health and environmental outcomes to communities.

Importantly, this shift goes beyond funding. It reflects a focus on building genuine, long-term partnerships - working alongside organisations, contributing the skills and experience of our people, and creating meaningful opportunities for employee involvement through volunteering, mentoring and collaboration.

This year, our community partnership contributions reduced from $0.7M in FY25 to $0.4M in FY26[1]. While our financial contributions decreased, employee volunteering hours increased significantly, rising from 121 hours in FY25 to 370 hours in FY26. This reflects the refocused community partnerships program described above, with greater emphasis on active employee engagement and long-term partner collaboration.

Outside of our corporate partnership program, this year IGO also supported the Nyunnga Ku Aboriginal Corporation, with seven employees attending the Annual Back to Country Camp at Sir Samuel Campsite in Leinster.

In FY26, IGO also partnered with Australian Earth Science Education (Aus Earth Ed) to deliver hands on Earth and Space Science incursions across the Esperance region. To date, the program has reached 175 students and 14 educators across four local schools, with students from Kindergarten to Year 12 taking part in practical, inquiry-based science activities. The program included the development of a Two-Way Science geology poster in collaboration with the Noongar Boodjar Language Centre, connecting scientific learning with local Country and culture.

Our FY26 community partnerships included:

CoRE Learning Foundation
IGO's five-year partnership with the CoRE Learning Foundation supports industry-linked education programs that build future-ready skills and local workforces. The partnership aligns with IGO's focus on education, early industry exposure and place-based learning, while also creating meaningful opportunities for employees to volunteer and engage directly with students, schools and educators.

Future Female Leaders
Future Female Leaders is a purpose-driven organisation focused on strengthening the pipeline of female leadership talent across Western Australia. See the case study on page 35 for further information.

Perth Zoo
IGO's partnership with Perth Zoo supports environmental stewardship, biodiversity conservation and education, while providing volunteering and engagement opportunities for employees. In FY26, employees contributed volunteer hours, participated in family events and collaborated with Zoo experts, alongside providing materials to support conservation activities. IGO's support has also helped expand Perth Zoo's Habitats for Wildlife program, increasing participation, projects and student engagement across schools and communities.

Ronald McDonald House WA
IGO is proud to be a long-standing partner of Ronald McDonald House WA, supporting families from regional communities who travel to Perth for their children's medical treatment. Through fundraising, volunteering and our role as presenting partner of the annual Up All Night event, IGO employees continue to demonstrate a strong commitment to making a meaningful difference, making this one of our most enduring and valued community partnerships. In FY26, 24 employees participated in the Up All Night walk, with a further 12 staff volunteering overnight to support the event.

Ear Foundation Australia
Since 2020, IGO's partnership with the Ear Foundation Australia has supported mobile ear and hearing health services for children in regional and remote communities with limited access to specialist care, particularly in Esperance and Norseman. Over six years, IGO's funding enabled the Earbus Program for half of its six annual trips to Norseman and Esperance each year, directly delivering over 700 full hearing assessments, including many children accessing care for the first time. The partnership addressed significant unmet health needs, with many cases of ear disease hearing loss identified early, improving access to treatment and supporting better long-term health and development outcomes.

1 FY26 community partnership contributions are subject to limited assurance by EY. For more information, refer to the Assurance tab of the 2026 **Sustainability Databook** at **www.igo.com.au**.

Image: *2025 IGO Future Female Leaders mentors and mentee*

Supporting Future Female Leaders

IGO has been a proud Visionary Investor in the Future Female Leaders program since 2022. The program is a purpose-driven Western Australian initiative that connects industry and education to equip young women with the confidence, capability and networks needed for future careers and leadership.

The program provides Year 11 students with leadership training, mentoring and industry exposure, while also offering IGO employees meaningful opportunities to engage with and support emerging leaders. Since joining, IGO has supported nine students, with more than 10 employees volunteering as mentors, creating value for participants while strengthening coaching and leadership capability across the organisation.

Over time, the program has evolved into a dynamic leadership accelerator, incorporating networking events, guest speakers, masterclasses and immersive workshops that support the growth of both students and mentors.

IGO also seeks to maximise the impact of its partnerships by connecting organisations where possible. Through its relationships with Future Female Leaders and Ronald McDonald House WA, IGO has helped enable families supported by Ronald McDonald House to access the Future Female Leaders Purposeful Leaders Program. This flexible, digital program provides young women, aged 15 and above, with accessible leadership development, helping to remove barriers related to geography and circumstance.

This partnership reflects IGO's commitment to gender equity and leadership development and contributes to long-term social and economic outcomes by helping shape a more diverse, inclusive and future-ready leadership landscape in Western Australia.

Looking ahead

As we look to FY27, planned activities include:

- Developing opportunities to expand employee volunteering, strengthen relationships with long-standing community partners and create co-partnering initiatives that deliver shared value.
- Continuing to progress our Innovate RAP actions.
- Continuing respectful engagement with communities and First Nations peoples.
- Building new relationships with communities and First Nations peoples as our growth and exploration strategy evolves.

Partnering to create shared value

Mine transition planning

At IGO we are committed to balancing economic, social and environmental aspects of responsible mine transition planning.

FY26 progress

Advanced the Nova Operation Mine Closure Plan to a near regulator-ready, execution-level standard, incorporating detailed technical inputs, updated cost estimates, regulatory requirements, and feedback from stakeholders, including Traditional Owner groups and local communities. On 15 July 2026, subsequent to the end of the reporting period, IGO announced that it had entered into a binding share purchase agreement with Global Lithium Resources Limited to divest its shares in IGO Nova Pty Ltd[1]. Under the agreement, the acquisition of the Nova Operation will include the site processing plant and associated infrastructure, together with rehabilitation obligations associated with the Nova Operation. Rather than moving toward closure, this agreement creates an opportunity for the assets to be re-purposed and continue under new ownership.

At our Forrestania Operation, we collaborated with the new owner to transfer closure and rehabilitation knowledge through the handover of assets. As we look to transition the Nova Operation, we seek to collaborate with the new owner to transfer technical studies and stakeholder relationships.

Our Forrestania Operation was recognised as a finalist in the 2025 Golden Gecko Award for Environmental Excellence, for environmental stewardship during care and maintenance, presented by the Department of Mines, Petroleum and Exploration in Western Australia.

FY26 land disturbed

8.3 ha ↓ from 10 ha (FY25)

FY26 land rehabilitated

3.8 ha ↓ from 470.1 ha (FY25)[2]

100%

of our operations have mine closure plans[3]

UNGC Principles

ENVIRONMENT

1 Refer to the ASX Release dated 15 July 2026 – Divestment of Nova Nickel Operation – available at **www.igo.com.au**.
2 Land rehabilitation during FY26 decreased by 99% compared to FY25, primarily due to the significant rehabilitation program completed in FY25 at greenfield exploration projects.
3 Nova Operation, Forrestania Operation (prior to divestment in late February 2026) and the Cosmos Project.

Why mine transition planning matters

With our Nova Operation reaching the end of its operating phase, mine transition planning has been a key focus area throughout the year.

We recognise that a successful post mining transition requires a sustained focus on integrating transition planning throughout the mining lifecycle. Inadequate mine transition planning could result in suboptimal outcomes, including environmental degradation, increased remediation costs and long-term liabilities.

Responsible mine transition planning can lead to opportunities including cost optimisation, improved rehabilitation and environmental outcomes, reputational benefits and opportunities for local economic development.

Our approach and progress in FY26

We understand each operation is unique, requiring a tailored and culturally respectful approach that incorporates local knowledge and supports long-term economic and social resilience for IGO and its stakeholders.

Our approach to mine transition planning is guided by Western Australian regulatory requirements, particularly the Department of Mines, Petroleum and Exploration (DMPE) Mine Closure Guidelines (2025). Closure studies inform each operation's Mine Closure Plan (MCP), the core document required under WA mining legislation. We also draw on leading international practice, particularly the ICMM Integrated Mine Closure Good Practice Guide and its Closure Maturity Framework. Guided by our new Mine Closure Policy, developed in FY26, we integrate mine transition planning from the earliest phases of a project through to post-closure monitoring, supported by sound governance and secure financial provisioning.

The IGO Board has overall accountability for progressing mine closure transition in line with the Company's risk appetite. Our mine transition planning activities are led by our Chief Operating Officer and are supported by dedicated resources at both corporate and operational levels. IGO's Mine Closure Steering Committee provides strategic direction, oversight and governance to the planning, readiness and execution of mine transition and post-closure work, in line with regulatory requirements, IGO's purpose, values and strategic objectives.

Stakeholder engagement

Responsible mine transition planning requires early planning and thoughtful design undertaken in consultation with relevant authorities and stakeholders. Ongoing engagement supports a transparent and inclusive process that responds to stakeholder needs and concerns.

We aim to work in partnership with stakeholders to deliver mine transition outcomes that are respectful of cultural heritage and capable of sustaining agreed post-mining land uses. We engage a wide range of stakeholders - including Traditional Owner groups, local communities, government agencies, employees, contractors and partner organisations - to understand future land use preferences and to share timely, accurate information that builds mutual understanding and trust. Through open dialogue and consistent communication, we aim to keep stakeholders informed and engaged so that mine transition is carried out responsibly.

At our Nova Operation this year, we engaged a wide range of stakeholders, including:

- Our site workforce, where we prepared for the end of operations through workforce planning, retention and support arrangements.
- The Ngadju Native Title Aboriginal Corporation (NNTAC), who we engaged on closure design, scheduling and opportunities associated with closure, including asset disposal, contracting and procurement as well as flora species of interest and cultural significance.
- The Shire of Dundas, who we engaged by providing updates through the Economic Development Working Group and regular in-person catch-ups.
- Pastoral lessees who lease the operation transects, working with Fraser Range Station on closure design and scheduling, and with Southern Hills Station on mine transition matters.
- The Department of Planning, Lands and Heritage, who we engaged on closure design and to understand areas of interest and applicable engagement requirements.
- The DMPE, who we engaged through a series of briefings and a pre-submission site inspection in April 2026 on mine transition planning for the Nova Operation.

On 15 July 2026, subsequent to the end of the reporting period, IGO announced that it had entered into a binding share purchase agreement with Global Lithium Resources Limited to divest its shares in IGO Nova Pty Ltd.[4] Under the agreement, the acquisition of the Nova Operation will include the site processing plant and associated infrastructure, together with rehabilitation obligations associated with the Nova Operation. As we look to transition the Nova Operation, we seek to collaborate with the new owner to transfer technical studies and stakeholder relationships.

At our Forrestania Operation, we collaborated with the new owner to transfer closure and rehabilitation knowledge through the handover of assets. Stakeholder engagement at our Cosmos Project was limited during the year, as the site remains in care and maintenance.

Mine transition planning

During FY26, we completed a closure readiness assessment using the ICMM Closure Maturity Framework to establish our current level of maturity and inform a forward work plan.

Guided by this assessment, we progressed the Nova Operation MCP from a conceptual stage to prefeasibility and feasibility levels of design maturity. The level of detail varies across closure domains, reflecting closure timing - domains scheduled for earlier closure have advanced to feasibility level, while those with longer timeframes have progressed to prefeasibility level.

Rehabilitation

We track all land disturbance and rehabilitation activities - with areas targeted for rehabilitation identified by comparing closure obligations with land disturbance and life of mine planning information.

At the Nova Operation, opportunities for progressive rehabilitation are limited due to the underground mine and relatively small land disturbance footprint, resulting in minimal areas becoming available for rehabilitation prior to closure. As a result, rehabilitation activities can only commence in line with closure progression. In the interim, on-ground trials, including direct seeding, are being undertaken to build the knowledge base that will inform future rehabilitation design.

Smaller-scale rehabilitation activities were undertaken at the Cosmos Project during the year. At both the Cosmos Project and Forrestania Operation, operational waste streams were reduced through the recovery and recycling of materials such as PVC, polypipe and scrap metal.

Exploration activities which disturb land are required to be rehabilitated within set timeframes. This year, at our Raptor Exploration Program in the Northern Territory, we limited drilling to the highest-priority targets, with all clearing activities supervised by environmental specialists. All disturbed areas were fully rehabilitated within three months, supporting positive rehabilitation outcomes, within a remote and relatively undisturbed ecosystem. For further information on how we applied our Exploration Environmental Management Framework in exploration activities, refer to the Nature section on page 42.

4 Refer to the ASX Release dated 15 July 2026 – Divestment of Nova Nickel Operation – available at **www.igo.com.au**.

Image: *Nova Operation*

Mine transition preparedness across our nickel portfolio

Responsible mining requires planning for post-mining land uses from the outset - and maintaining strong land stewardship throughout the entire mine-lifecycle.

Across our nickel portfolio, this is reflected in two areas - strengthening mine transition preparedness at the Nova Operation as it approaches the end of its mine life and maintaining active environmental stewardship at the Forrestania Operation during care and maintenance.

At the May 2026 Mines and Environment Conference, the DMPE presented our Nova Operation as an example of effective closure preparedness. This is demonstrated through strong governance and stakeholder engagement, with a dedicated Closure Manager leading the program. Detailed studies and planning are supported by practical measures, including material stockpiling and strategic waste placement.

At our Forrestania Operation, which entered care and maintenance in October 2024 and was divested in late February 2026, we continued a strong focus on environmental stewardship during care and maintenance. This work was recognised in 2025 through being shortlisted as a finalist for the Golden Gecko Award for Environmental Excellence, presented by DMPE. The Ballardong Traditional Owners played a key role in shaping our approach to responsible care and maintenance, participating in joint engagement with the regulator and supporting a transparent and inclusive approach to mine transition planning.

Image: *Nova Operation*

Our performance in FY26

Our mine transition-related performance metrics include our estimated life of mine, information on our mine closure plans as well as land disturbance and rehabilitation.

	Nova Operation	Forrestania Operation	Cosmos Project
Estimated life of mine	Expected quarter ending 31 December 2026	Divested in late February 2026	Entered care and maintenance in June 2024
Mine closure plan in place	Yes		Yes
Date of most recent review of mine closure plan	Mine closure plan last submitted to regulator in February 2022		Mine closure plan submitted to regulator in December 2024

Aggregated land disturbance and rehabilitation data is shown below. Across our operated assets, we disturbed 8.3 hectares of land in FY26 and rehabilitated 3.8 hectares. Land rehabilitation during FY26 decreased by 99% compared to FY25, primarily due to the significant rehabilitation program completed in FY25 at greenfield exploration projects.

Land remaining unrehabilitated decreased by 44% at 30 June 2026 compared to 30 June 2025 - largely due to the divestment of the Forrestania Operation in late February 2026.

Total IGO landholdings (owned, leased or managed)

2,718,031 ha **5,055,266 ha** (FY25)[5]

Land disturbed, not yet rehabilitated, as at 30 June 2025

1,773.1 ha

2,233.2 ha (FY25)

+

New disturbance FY26

8.3 ha

10 ha (FY25)

−

Land rehabilitated FY26

3.8 ha

470.1 ha (FY25)

=

Land remaining unrehabilitated

1,777.6 ha (Prior to Forrestania divestment[6])

988.1 ha

As at 30 June 2026

1,773.1 ha (FY25)

For more information on our site-level land disturbance and rehabilitation data, refer to the 2026 **Sustainability Databook** at **www.igo.com.au**.

Looking ahead

With the Nova Operation expected to cease production during the quarter ending 31 December 2026, the site will transition into its post-mining phase under new ownership[7].

5 Immaterial update made to FY25 total IGO landholdings value. For further information, refer to the 2026 **Sustainability Databook** 'Mine transition' section, at **www.igo.com.au**.

6 Total land remaining unrehabilitated prior to the Forrestania divestment in late February 2026, was 1,777.6ha. As at 30 June 2026, this value excludes the Forrestania Operation (789.5ha), reflecting total land remaining unrehabilitated at 30 June 2026 as 988.1ha. As part of the transaction, IGO retains the rights to explore, develop and mine nickel and lithium. For further information, refer to the 2026 **Sustainability Databook** and the IGO ASX Release dated 2 March 2026 – Forrestania Transaction Completed – both available at **www.igo.com.au**. Data as at 30 June 2026 includes 483.3ha of land remaining unrehabilitated at the Nova Operation, which will pass to the new owner in FY27. For site based data, refer to the 2026 **Sustainability Databook** at **www.igo.com.au**.

7 Refer to the ASX Release dated 15 July 2026 – Divestment of Nova Nickel Operation – available at **www.igo.com.au**.

Driving environmental stewardship

Nature

Nature loss is a growing global challenge, with ecosystems declining at an unprecedented pace. IGO's operations and value chain both rely on and affect nature – and we have a responsibility to understand our footprint and minimise adverse impacts.

FY26 progress

Implemented our Exploration Environmental Management Framework to guide the consistent and responsible delivery of exploration activities.

Supported the transition of the divested Forrestania Operation assets by coordinating data transfer and applying QA/QC processes to support the quality and integrity of environmental information provided to the new owners.

Supported transition-readiness at our Nova Operation through native seed collection, identifying culturally significant species for future revegetation and assessing soil health.

0%

Category 1 freshwater withdrawn from areas in high baseline water stress - our Cosmos Project[1].

0

None of IGO's operational mine development envelopes are in world heritage sites, national heritage places, internationally significant Ramsar convention wetlands, or IUCN Category 1a strict nature reserves.

UN SDGs

6.3, 15.8

UNGC Principles

1 At our Cosmos Project, 24% of water inputs are from Category 2 groundwater sources and 76% from Category 3 groundwater sources.

Why nature matters

Nature encompasses the natural world, including the diversity of living organisms and people, and their interactions with each other and their environment. It spans land, ocean, freshwater and atmospheric realms that support the resilience and prosperity of societies and economies.

Mining can have direct adverse impacts on nature through land clearing, dewatering and processing activities, leading to habitat loss and fragmentation, water scarcity, contamination and the spread of invasive species. Outside of these potential environmental impacts, poor management of these risks can lead to regulatory non-compliance, operational disruption, reputational damage and the loss of social licence to operate.

Responsible environmental stewardship presents opportunities to mitigate adverse impacts on nature through rehabilitation, improved resource efficiency and regional level collaboration with stakeholders, including First Nations peoples.

Our approach

This is the first year that IGO has reported on nature as a single topic, transitioning from separate reporting on biodiversity and water. While nature encompasses climate, we have reported on climate separately to comply with mandatory climate reporting requirements.

Our approach to nature is guided by the IGO Environmental Policy. IGO's Environmental Management System includes our existing internal Water Management Standard and the Land Use and Biodiversity Management Standard, which define our minimum performance expectations across our operations. This year, we commenced tracking of environmental obligations through IGO's internal governance, risk and compliance system, IGO Guardian, which is supported by a tenement management system to monitor and maintain approvals and compliance across IGO's portfolio.

We apply the mitigation hierarchy, prioritising the avoidance of impacts wherever possible. Baseline biodiversity surveys are undertaken during the prefeasibility phase of project development or prior to exploration activity in more sensitive environments. These inform management activities, with land clearing controlled through heritage surveys and land clearance permits prior to any clearing activity. Where adverse impacts cannot be avoided, we implement measures to minimise their duration, intensity and extent – and where impacts do occur, we work to rehabilitate affected natural features.

We collaborate with a range of stakeholders as part of our approach to nature, including subject matter experts, Traditional Owner groups, regulatory authorities, the Perth Zoo and other non-governmental organisations.

The Board-level Sustainability Committee assists the Board in overseeing IGO's environmental policies and practices, including nature. IGO's approach to nature is led by the Health, Safety and Environment (HSE) Team, with dedicated environmental resources at both corporate and operational levels. Executive management accountability is maintained by the Chief People and Sustainability Officer.

Our progress and performance in FY26

IGO's nature-context

Natural features vary by location, with the geographic location of our operations and projects shaping the nature-related impacts, risks and opportunities associated with our activities:

Our Nova Operation, which is nearing the end of its operational life, and Forrestania Operation, which was divested in late February 2026, are in the Great Western Woodlands in the southwest of Australia.

None of IGO's operational mine development envelopes are in world heritage sites, national heritage places, internationally significant Ramsar convention wetlands, or IUCN Category 1a strict nature reserves.

The World Resources Institute Aqueduct Tool defines the location of the Cosmos Project, which is in care and maintenance, as an area of high baseline water stress, while the Forrestania Operation - divested in late February 2026 - is situated in a low baseline water stress region. The Nova Operation is classified as arid, with low water use.

Most of our combined operational water inputs (89%) are from the abstraction of Category 3 groundwater, with only 1.2% of water inputs from Category 1 sources. For further information on our nature-context, refer to the Water and Biodiversity sections of the 2026 **Sustainability Databook**, at **www.igo.com.au**.

Environmental management during exploration

IGO's exploration strategy is aligned with our purpose to discover, develop and deliver the critical minerals needed for electrification. We intend to undertake exploration activities in a responsible and inclusive manner, supported by technical capability, safety, stakeholder engagement and environmental stewardship.

Throughout the year, we implemented our Exploration Environmental Management Framework to guide the consistent and responsible delivery of exploration activities, which included:

- The Southwest Terrane Exploration Project - an exploration project across granted tenements in southwest Western Australia, delivered through a joint venture. A central focus of the project has been securing complex approvals over sensitive land tenure with multi-agency requirements. Exploration commenced in late 2025, with activities designed to be low impact - including geological mapping, rock chip and soil sampling, and ground-based geophysical surveys. Access was restricted to existing tracks and on-foot traverses to minimise disturbance to Department of Biodiversity, Conservation and Attractions (DBCA) managed lands. Given the region's high biodiversity and competing threats, IGO applied stringent risk management measures, prioritising avoidance of disturbance wherever possible. Detailed upfront desktop analysis, using existing biological survey data, enabled identification of sensitive environmental receptors, allowing the program to minimise its footprint and avoid high-risk areas. Supporting Dieback and Conservation Management Plans were developed, alongside extensive engagement with regulators to demonstrate environmental protection and compliance. For more information, refer to the case study on page 45.
- The Raptor Exploration Program – an exploration program across the eastern portion of the Raptor Project in the Northern Territory, which involved surface sampling and targeted drilling. Given the remote location and high ecological integrity of the area, minimising environmental impact was a key priority. We applied our Exploration Environmental Management Framework to identify and manage sensitive environmental receptors. Only the highest-priority targets were advanced to drilling, enabling all land clearing activities to be supervised onsite by IGO environmental specialists and supporting strict adherence to the hierarchy of controls. All ground disturbance areas were fully rehabilitated within three months of disturbance commencement, supporting rehabilitation outcomes.
- The Forrestania Exploration Program[2] - undertaken across the Forrestania tenement package, an area that supports numerous endemic flora species of high conservation significance. To accurately identify the presence and location of these species, detailed flora and fauna surveys were conducted in all proposed disturbance areas prior to any ground disturbing activities. This approach allowed IGO to prioritise the avoidance of disturbance and the protection of significant flora taxa, with the objective of minimising adverse environmental impacts.

While environmental significance is usually the primary consideration in flora surveys, cultural significance is also something that we consider. At the Cosmos Project this year, a culturally significant species to the Tjiwarl Traditional Owner group, *Acacia tetragonophylla F.Muell*, was identified during heritage and pre-drilling flora surveys. Although this species is not listed as environmentally significant, the locations of individuals were incorporated into planning to avoid disturbance during exploration.

Supporting transition-readiness

With our Nova Operation reaching the end of its operating phase in the quarter ending 31 December 2026, mine transition planning was a key focus area during the year. To support transition-readiness, this year we:

- Expanded our seed bank by collecting seeds from native species. Our Environment Team also partnered with a Nova Ngadju Trainee on seed collection activities to promote knowledge sharing.
- Conducted a vegetation and cultural workshop with Ngadju Traditional Owners to identify species of cultural significance.
- Commenced the development of an herbarium to allow for formal botanical identification and documentation of site species.
- Stockpiled recyclable materials to maximise diversion from landfill, including textile-related waste.
- Undertook a topsoil health assessment, evaluating soil texture, ground cover condition, water infiltration, pH, and soil organism biodiversity. The assessment concluded that topsoil stockpiles were generally healthy and suitable for supporting rehabilitation activities.
- Learned from industry peers by visiting a legacy rehabilitation site to better understand the factors contributing to its ongoing success.

On 15 July 2026, subsequent to the end of the reporting period, IGO announced that it had entered into a binding share purchase agreement with Global Lithium Resources Limited to divest its shares in IGO Nova Pty Ltd.[3] Under the agreement, the acquisition of the Nova Operation will include the site processing plant and associated infrastructure, together with rehabilitation obligations associated with the Nova Operation. As we look to transition the Nova Operation, we seek to collaborate with the new owner to transfer technical studies, environmental information and stakeholder relationships.

At our Forrestania Operation, which was divested in late February 2026, IGO supported the new owners with a successful site transition. This involved extensive coordination, data transfer, and QA/QC processes to support the integrity and quality of environmental data handed over.

For more information on our transition planning activities, refer to the Mine transition planning section on page 36.

2 As part of the Forrestania transaction, IGO retains the rights to explore, develop and mine nickel and lithium. Refer to the IGO ASX Release from 2 March 2026.
3 Refer to the ASX Release dated 15 July 2026 – Divestment of Nova Nickel Operation – available at **www.igo.com.au**.

Environmental monitoring

Up to February 2026, we continued monitoring native species at our Forrestania Operation, including:

- The use of previously established artificial habitat dens to assess their suitability for use by Chuditch *(Dasyurus geoffroii)*. All dens were monitored with remote cameras throughout the financial year, with results showing use by a diverse range of native fauna for shelter and other behaviours. Temperature loggers were also installed in five dens to support a research project investigating internal conditions and their suitability for target species.
- Continued Malleefowl *(Leipoa ocellata)* monitoring, with IGO assessing all mounds required under the Ministerial Statement and extending efforts to active mounds beyond the project boundary. We continued to provide data through to the National Malleefowl Recovery Group - demonstrating the site's proactive environmental stewardship during the care and maintenance phase. For further information, refer to the 2025 Sustainability Report at **www.igo.com.au**.
- Quarterly monitoring of Steedman's gum *(Eucalyptus steedmanii)*, which is listed as vulnerable at both the national and state levels.

Managing invasive species

Invasive species can significantly diminish biodiversity by outcompeting, preying upon, or altering the habitats of native species, thereby disrupting ecosystems and threatening ecological balance.

At our Nova Operation, we continued weed management activities and maintained the ongoing feral predator control program. We also worked with our contractors to encourage the use of First-Generation Anticoagulant Rodenticides, to reduce the risk of secondary poisoning in native fauna.

At our Cosmos Project, in care and maintenance, weed and feral cat management activities continued. Prior to the divestment of the Forrestania Operation assets in late February 2026, we continued to undertake weed management and feral cat control activities. With both sites in care and maintenance, feral cat abundance is expected to decline due to reduced site activity and a smaller on-site workforce, while control measures continue to be implemented.

Leveraging technology to strengthen environmental awareness and compliance in exploration

IGO's exploration programs span diverse jurisdictions and environments, each presenting a unique suite of environmental receptors, regulatory obligations and compliance requirements. Managing environmental risk across this portfolio requires that all personnel undertaking activities such as soil sampling, geological mapping and drilling have clear visibility of their obligations and the environmental context in which they operate to minimise adverse impacts. This requires spatial data that is accurate, accessible and presented in a way that supports informed decision-making in the field.

Environmental spatial data has historically been managed through structured data packages shared across field and office teams, with established quality assurance procedures supporting data integrity. In FY26, IGO expanded deployment of ArcGIS Field Maps and Survey123 across exploration programs, consolidating and standardising data visualisation and capture to enable consistent, georeferenced records to flow both ways, directly to and from users' devices to IGO's centralised data management systems.

An example of this in practice was IGO's soil sampling program conducted in the biodiverse southwest of Western Australia. Critical spatial layers integrated into Field Maps included planned sampling locations, mapped *phytophthora* dieback occurrences, mandatory hygiene inspection points and sensitive areas identified under the DBCA's Forest Management Plan.

Presenting these layers together allowed the team to see, in real time, their proximity to areas requiring specific compliance actions, such as hygiene protocols at disease risk boundaries. This improved visibility directly reduced biosecurity and environmental compliance risk in a complex operating environment.

The same approach was applied to disturbance and rehabilitation activities. Program designs, approval boundaries, no-go zones and existing access tracks are uploaded into Field Maps, enabling field teams to execute activities with full visual awareness of restricted areas, while capturing georeferenced progress data, including photographs that synchronise directly to centralised spatial systems.

Office-based teams then monitor the compliance and progress through tailored dashboards, closing the loop between field execution and environmental oversight. These improvements are highly transferable across IGO's exploration and operational projects, providing a scalable foundation for responsible environmental management.

Water and effluent management

Our operations are licensed for water abstraction by the Western Australian Government's Department of Water and Environmental Regulation (DWER), with water extracted within permissible limits defined in site environmental approvals.

		Volume of water by quality (megalitres)[1]			
Megalitres per annum	**Source/destination**	**Category 1[2]**	**Category 2**	**Category 3**	**FY26 Total**
Operational water inputs / withdrawal	Surface water	-	-	-	-
	Groundwater	9.6	76.2	724.5	810.2
	Seawater	-	-	-	-
	Third party water[3]	0.5	-	-	0.5
	Total operational inputs	**10.1**	**76.2**	**724.5**	**810.7**
Operational water outputs / discharge	Surface water	-	-	-	-
	Groundwater	-	-	-	-
	Seawater	-	-	-	-
	Third party water	-	9.3	-	9.3
	Other[4]	147.9	0.2	609.3	757.3
	Total operational outputs	**147.9**	**9.5**	**609.3**	**766.7**
Operational water consumption	Water consumption[5]	147.9	0.2	609.3	757.3
Other managed water inputs/withdrawal[6]	Groundwater	-	-	896.1	896.1
	Total OMW inputs	-	-	896.1	896.1
Other managed water outputs/discharge[7]	Other	-	-	2,118.6	2,118.6
	Total OMW outputs	**-**	**-**	**2,118.6**	**2,118.6**

1 Water quality is characterised as per the MCA Water Accounting Framework (MCA WAF). Category 3 water is the poorest quality water defined as water with Total Dissolved Solids (TDS) of over 5000mg/litre, a pH of less than 4 or more than 10, or contains constituents in concentrations that are harmful to human health. Category 2 water is defined as having a TDS of >1000mg/litre but less than 5000mg/litre, a pH of between 4-6 or 8-10, coliforms of more than 100 colony forming units/100millilitres, or water with persistent turbidity not removed by sedimentation. Category 1 refers to all other water not covered by categories 3 and 2.

2 Category 1 water equates to freshwater under the MCA WAF.

3 Third party water is defined by the MCA WAF as water supplied by an external entity to the operational facility. Total includes exploration third party water (0.3ML).

4 Other includes evaporation, entrainment, dust suppression, task loss and any other destination not covered by other pathways.

5 Consumption is defined as all water that is removed by evaporation, entrainment (in product of waste) or other losses, and not returned back to surface water, groundwater, sea water or a third party.

6 Water that is actively managed (e.g. physically pumped, treated or has material evaporative losses) without being used in a task.

7 Water that is removed after being actively managed (e.g. physically pumped, treated or has material evaporative losses) by the facility without being used or tasked.

This year, we continued to measure our water withdrawals, discharges, consumption and quality using the Minerals Council of Australia Water Accounting Framework. Aggregated FY26 water data in provided in the table above. For site-level water data, refer to the 2026 **Sustainability Databook** at **www.igo.com.au**.

During FY26, we withdrew 10.1 ML of Category 1 freshwater, with 0% sourced from the Cosmos Project, an area classified by the World Resources Institute's Aqueduct Tool as experiencing high baseline water stress.

Operational water consumption declined by 31% compared with FY25, largely reflecting reduced activity at both the Cosmos Project and Forrestania Operation, which were in care and maintenance during the reporting period. The Forrestania Operation's assets were divested in late February 2026.

Each site operates under DWER-approved groundwater operating strategies, which outline monitoring, reporting, and management requirements based on local hydrology. These include groundwater monitoring and modelling, as well as routine maintenance of infrastructure such as pipelines, leak detection systems, water storage ponds and wastewater treatment plants.

In FY26, dewatering activities at the Cosmos Project ceased. In response, the Environmental Team conducted an internal audit of water reporting and monitoring requirements, identifying opportunities to streamline activities and better align monitoring with care and maintenance conditions.

We work closely with regulators and subject matter experts to support compliance with water quality and allocation standards, and to monitor water resources and discharges to mitigate potential adverse impacts.

Wastewater from accommodation and office facilities is treated through on-site effluent management systems. At our Nova Operation, our wastewater treatment plant continues to recycle wastewater for use in the concentrate washing process - enhancing the efficiency of water use and reducing our reliance on groundwater extraction.

Collaborating on environmental stewardship

This year, the site team at our Cosmos Project participated in two Northern Goldfields Environment, Community and Heritage Network events, a regional initiative established in 2025 to support collaboration among environmental, community and heritage professionals. These forums provide a platform to share common challenges and develop coordinated regional responses. The most recent event featured a presentation by a Tjiwarl-run organisation undertaking mine site clean-up and recycling works as well as an on-Country session led by a Tjiwarl representative, who shared insights on bush tucker and traditional medicine. The engagements support knowledge sharing and regional alignment across key focus areas, including waste management, feral animal control, community engagement and water management.

IGO's community partnership with Perth Zoo, which is located just across from our South Perth offices, supports our work on environmental stewardship. In FY26, we donated 4,500 tree rings and 10 artificial habitat dens to the Perth Zoo. For more information about our community partnership with Perth Zoo, refer to the First Nations and Communities section on page 34.

Reviewing our Environmental Management System

In FY26, we undertook a gap assessment of our Environmental Management System against the requirements of ISO 14001, reviewing current processes, systems and practices across the Company. The assessment involved evaluating how existing tools align with ISO requirements, identifying gaps in system integration, governance and continuous improvement and outlining practical actions to support alignment and improved system maturity. A plan was developed during the year to address the identified gaps with some actions requiring a staged implementation over time.

In the 2025 Sustainability Report, we stated that, in FY26, IGO would seek to finalise and implement both our internal Water Management Standard and Land Use and Biodiversity Management Standard. We also stated that we would seek to continue readiness activities as we look to develop a biodiversity roadmap and align with the recommendations of the Taskforce for Nature-related Financial Disclosures. With the Nova Operation nearing the end of its operating life, the divestment of the Forrestania assets in late February 2026, and the Cosmos Project in care and maintenance, these activities were delayed. As IGO's portfolio evolves, the intention is to develop an updated Nature standard and a biodiversity roadmap that reflect the specific nature-related impacts, risks and opportunities associated with the location of future assets. These initiatives remain strategically relevant and will be revisited as future operating assets enter the portfolio.

Looking ahead

As we look to FY27, planned activities include:

- Supporting the Nova Operation as it ramps down and transitions to a new owner.
- Closing gaps identified during the Environmental Management System gap assessment, including the update of our Environmental Policy.
- Providing environment support to our evolving growth and exploration strategy.
- Developing an updated Nature standard.

Driving environmental stewardship

Tailings

Tailings are a byproduct of conventional mineral mining and processing, stored in purpose-built tailings storage facilities.

At IGO, we are committed to managing these facilities safely, responsibly and through a risk-based approach - safeguarding our operational assets, minimising environmental impacts and preventing catastrophic failures.

FY26 progress

Independent audit report conclusions included in this report.

At our Forrestania Operation, we collaborated with the new owner to transfer technical tailings knowledge through the handover of assets.

FY26 tailings produced

1.09M tonnes

FY26 tailings used in paste backfill

66%

1

active tailings storage facility at our Nova Operation

(as at 30 June 2026)

UN SDGs

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.5

UNGC Principles

ENVIRONMENT

Why tailings management matters

Without effective management, tailings storage facilities (TSFs) can present significant environmental, social, health and safety risks. These include potential TSF failures resulting in health and safety impacts, water contamination and ecosystem damage; as well as dust generation from poorly managed TSFs affecting workers, communities and environmental receptors. These risks could lead to substantial consequences, including financial liabilities, regulatory penalties, fines, high remediation costs and reputational impacts.

Robust tailings management - supported by strong governance, monitoring and evaluation - presents opportunities to deliver tangible benefits, such as long-term cost efficiencies, lower closure liabilities and enabling potential alternative uses for TSFs.

Our approach

Our approach to tailings management spans the TSF lifecycle - from initial design and construction through to operations, monitoring, and eventual closure, and is supported by annual external audits to validate performance and compliance.

IGO's approach to tailings management is guided by its Environmental Policy and supported by its internal Mineral Waste Management Standard and the Nova Operation's Mineral Waste Management Plan. In FY26, IGO's Environmental Management System was reviewed, and we commenced development of a new Tailings Policy, with implementation actions planned for FY27. This year, we commenced tracking our environmental obligations through our internal governance, risk and compliance system - IGO-Guardian, alongside processes for incident investigation and corrective action. Tailings-related crisis events are managed under IGO's Crisis Management Plan.

We manage our TSFs in accordance with regulatory approval conditions, as well as the standards and guidelines of the Australian National Committee on Large Dams (ANCOLD). We are also guided by the DMPE Code of Practice, which governs TSF management in Western Australia. Our approach is further informed by the MCA Towards Sustainable Mining (TSM) Tailings Management Protocol, particularly across aspects aligned to the lifecycle of our TSF assets.

Tailings management activities are managed by our site-based Processing Operations Teams, supported by the Health, Safety and Environment (HSE) Team at both the corporate and operational levels.

At our Nova Operation, we have an Engineer of Record who undertakes services and supports scopes of works including monitoring reviews, deposition strategy reviews, inspections, annual audits and water balance reviews.

We undertake regular monitoring of TSFs supported by telemetric monitoring of piezometric data.

At our Nova Operation, we undertake daily and weekly visual inspections, monthly aerial imagery flyovers using drones, monthly to quarterly bathymetric surveys using an autonomous drone and annual geotechnical audits.

Regular inspections were conducted for TSFs in care and maintenance at the Cosmos Project and at the Forrestania Operation, which was divested in late February 2026.

Executive accountability for tailings management, including emergency preparedness, response and investigation of tailings-related emergencies, sits with the Chief People and Sustainability Officer, while operational responsibility for TSFs resides with site teams under the Chief Operating Officer. At the Board level, the Sustainability Committee supports oversight of tailings management practices.

Image: *Forrestania Operation's Cosmic Boy Tailings Storage Facility*

Our progress and performance in FY26

During FY26, IGO operated four owned TSFs, as outlined in the table below. Following the divestment of the Forrestania Operation in late February 2026, IGO's TSF portfolio reduced accordingly. As at 30 June 2026, IGO retained two TSFs - one active TSF at the Nova Operation and one inactive TSF at the Cosmos Project, which remains in care and maintenance.

Operation	Asset status	TSF name	TSF status[3]	TSF design	Hazard category
Nova Operation[1]	Operational	Nova TSF	Active	Paddock, HDPE lined	High C (ANCOLD) Category 2 Medium (DMPE)
Forrestania Operation	Care and maintenance[2]	Cosmic Boy TSF (North)	Inactive[4]	Paddock, upstream construction, unlined	High (ANCOLD) Category 1 High (DMPE)
		Cosmic Boy TSF (South)	Inactive[4]	Paddock, upstream construction, unlined	High (ANCOLD) Category 1 High (DMPE)
Cosmos Project	Care and maintenance	Cosmos TSF	Inactive	Paddock, upstream construction, unlined	High A - Major (ANCOLD) Category 1 Medium (DMPE)

1 Refer to the ASX Release dated 15 July 2026 – Divestment of Nova Nickel Operation – available at **www.igo.com.au**.
2 Asset status as at divestment of Forrestania Operation assets in late February 2026.
3 TSF status defined as active where there have been tailings deposited in the past 12 months, and inactive where tailings have not been deposited within the last 12 months and infrastructure remains in place for tailings deposition to recommence.
4 TSF status as at divestment of Forrestania Operation assets in late February 2026.

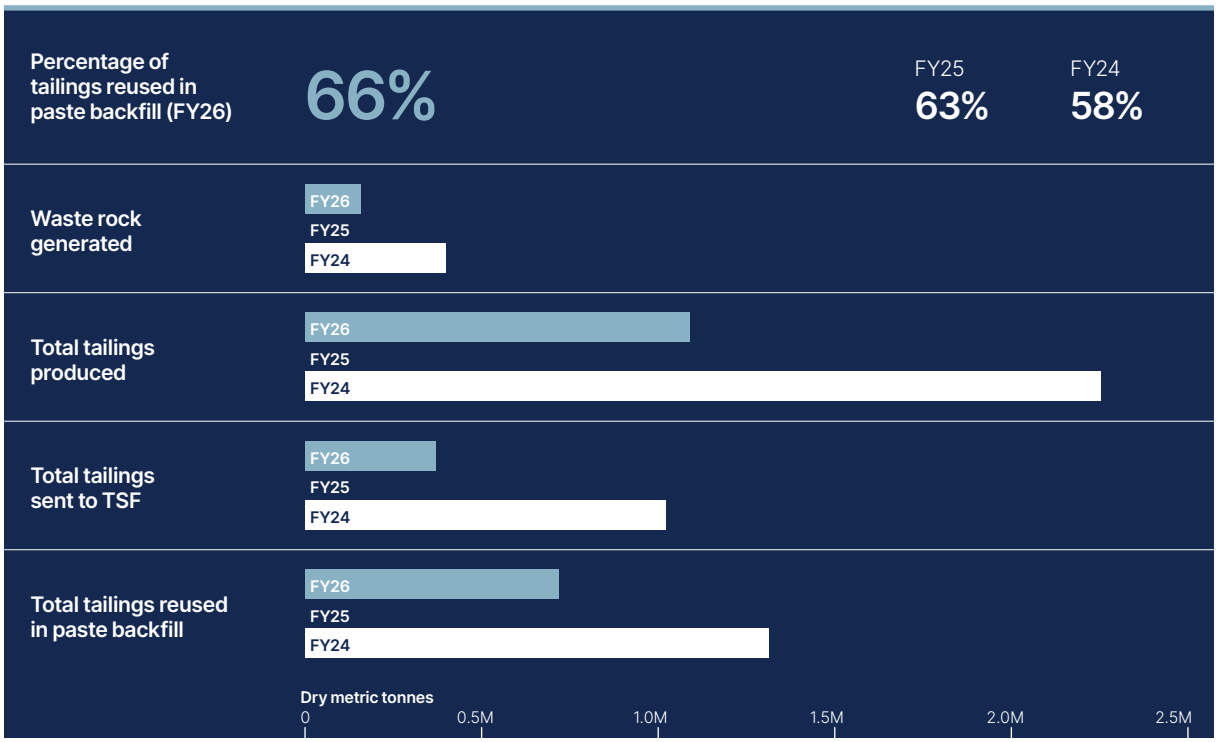
Further information on our TSFs is available in the 2026 Tailings Disclosure Document, at **www.igo.com.au**.

Each year, independent third-party experts are engaged to conduct external audits of our TSFs, verifying compliance with industry standards and regulatory requirements. Overall conclusions from the most recent external audits are provided below.

Site	Date of audit report	Audit Conclusions
Nova Operation	16 January 2026	• The Nova TSF is well managed and in a good condition and operated and monitored in accordance with its operating licence and management system. • Recommendations to continue optimising tailings deposition and pond-volume utilisation and to maintain dust/wind-migration controls. • Previous audit recommendations addressed and improvement actions ongoing.
Forrestania Operation[1]	24 September 2025	• The TSF was adequately managed over the audit period.
Cosmos Project	5 June 2026	• TSF adequately managed. • Stability assessments indicate adequate factors of safety.

1 The Forrestania Operation assets were divested in late February 2026.

Our mineral waste performance metrics are shown in the figure below. There is no mineral waste data for the Forrestania Operation and the Cosmos Project in FY26, with both sites in care and maintenance, and the assets of the Forrestania Operation divested in late February 2026. At the Nova Operation, tailings continue to be reused as paste backfill, supporting underground stability while reducing the volume of material requiring storage in the TSF. In FY26, 66% of tailings were reused in paste backfill at the Nova Operation.



Looking ahead

As we look to FY27, planned activities include:

- Investigating carbon capture technologies at the Cosmos Project.
- Continuing progress towards implementing the MCA TSM Standard.
- Publishing and implementing IGO's new Tailings Policy.
- Supporting a structured transition of the Nova TSF management to the new owners, maintaining alignment with ANCOLD guidelines and continuity of TSF safety oversight through the Nova Operation divestment.

Operating with integrity

Business integrity

At IGO, we are committed to conducting our business with integrity in everything we do. Our reputation is built on our core values, the professionalism of our people, and our shared dedication to honesty, accountability and transparency.

We recognise that strong business integrity is essential to long-term resilience. It shapes how we manage information, respond to challenges and maintain the trust that enables us to grow and recover in the face of challenges.

FY26 progress

Revision of key standards supporting the Business Integrity Policy including the Whistleblower Standard, Fraud and Corruption Framework and Gifts and Entertainment Standard.

Delivered live anti-bribery and corruption training to senior leaders and other high-risk personnel, and developed Company-wide Business Integrity training, including dedicated anti-bribery and corruption modules.

Implementation of a data security and monitoring platform to strengthen visibility over how personal and sensitive data is stored, accessed and used.

FY26 Incidents reported through Speak Up

0

FY26 Material breaches

0

Material breaches of the Code of Conduct, Anti-bribery and Corruption Standard and Fraud and Corruption Control Plan

UN SDGs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

16.5

UNGC Principles

ANTI-CORRUPTION

LABOUR

Why business integrity matters

Business integrity is essential to IGO's ability to create and protect long-term value. Without it, we risk eroding the trust of our stakeholders, damaging our reputation and exposing the business to financial and legal consequences. Fostering an ethical culture across our workforce positions IGO as a trusted partner in every market where we operate.

Our approach and progress

IGO's Board is responsible for promoting a culture of acting lawfully, ethically and responsibly. The Board's Audit and Risk Committee oversees business integrity, information management and privacy risk, while management accountability sits with the Chief People and Sustainability Officer.

Ethics and integrity

Our Code of Conduct guides what we do and how we do it. It applies to all our people, including Directors and contractors, and outlines the standards of behaviour expected in the workplace, including how we treat one another. We expect all our people to act fairly, honestly, transparently and with accountability. All our employees are expected to participate in mandatory training on our Code of Conduct when joining IGO.

We encourage our people to speak up when something is not right. Our Whistleblower Policy and Whistleblower Standard provide the guidelines to report any concerns regarding unlawful, unethical or irresponsible behaviour. Reports can be made through our confidential external whistleblower hotline or internally through a supervisor, a member of the IGO People and Culture team, or through IGO whistleblower protection officers.

Our Whistleblower Standard supports a safe and confidential environment for people to raise potential misconduct concerns without fear of reprisal or detrimental treatment. Allegations are handled independently, fairly and in a timely manner.

IGO has developed a Business Integrity compliance framework, which is based on the following key principles:

- A zero-tolerance approach to bribery and corruption
- Not allowing gifts or entertainment to improperly influence our decisions
- Avoiding situations where IGO's interests and personal interests are, or appear to be, inconsistent or in conflict
- Maintaining truthful and accurate records
- Keeping the market informed of material information in a timely and appropriate manner
- Behaving honestly and transparently when dealing in securities
- Protecting information that is deemed to be confidential, including personal information; and
- Only engaging with trusted partners, assessed using risk-based due diligence.

This year, we revised key internal standards supporting the Business Integrity Policy including the Whistleblower Standard, Fraud and Corruption Framework and Gifts and Entertainment Standard.

Anti-bribery and corruption

At IGO we have a zero-tolerance approach to any forms of bribery, fraud and corruption. We do not give or accept bribes, and we only use appropriate and lawful means when engaging with government officials, our partners, and other stakeholders. Our Anti-bribery and Corruption Standard sets out IGO's requirements for preventing bribery and corruption and applies to all employees as well as third parties acting on our behalf.

Oversight of anti-bribery and corruption matters, including whistleblower reports, investigation outcomes and audit recommendations, rests with our Board. Together with the Executive Leadership Team, the Board shares responsibility for fostering and maintaining a culture of integrity that actively minimises bribery and corruption risks related to IGO's business activities.

IGO conducts an annual enterprise level anti-bribery and corruption risk assessment to identify potential risks based on factors such as our business model, operations, relationships with business partners and interactions with government officials. This assessment also evaluates the adequacy and effectiveness of our existing control framework in preventing and mitigating identified risks. Anti-bribery and corruption risks are also assessed for our operations and individual projects as required.

Actual or suspected breaches of the Anti-bribery and Corruption Standard can be reported through the same mechanisms outlined in the Whistleblower Standard. Our Anti-bribery and Corruption Standard prohibits IGO employees from making donations to political parties, organisations, incumbents, candidates or any public official on behalf of IGO unless authorised by our Board, disclosed as required by law and recorded in IGO accounts.

In addition to the development of Company-wide Business Integrity training and live training for high-risk and senior personnel, IGO has continued to set a tone-from-the-top with Company-wide communications about the importance of understanding and complying with the Business Integrity compliance framework.

Information management

IGO's approach to information management and privacy is guided by the *Privacy Act 1988* (Cth) and the Australian Privacy Principles, which govern how personal information is handled across the business. We monitor regulatory developments to support ongoing compliance.

Our practices are informed by industry guidance and are formalised through our Privacy Policy and Data and Information Management Policy. These policies apply to all employees, contractors, and third parties.

IGO employees have access to cybersecurity awareness training to protect IGO information.

In FY26, we undertook several activities to support information management, including:

- Implementing a data security and management platform that gives IGO greater visibility into how customer, employee, and corporate data is stored, accessed and used across its environment. While not a traditional Data Loss Prevention (DLP) tool, the platform monitors data across email, cloud applications, collaboration tools and endpoint devices, alerting IGO's IT and security teams to unusual or risky handling of sensitive information, such as unexpected access patterns, excessive permissions, or atypical data movement. This enhanced visibility strengthens IGO's ability to detect and respond swiftly to potential data risks once they occur, supporting faster investigation, containment and resolution of incidents involving information.
- Strengthening our existing data management platform by enhancing data classification capabilities, expanding the scope of monitored data flows, and refining controls to better align with IGO's current risk profile and information asset landscape. These enhancements improve IGO's ability to identify where sensitive data resides, how it is being used, and whether appropriate controls are in place - supporting more effective governance of personal and confidential information across the organisation.

Business resilience

A robust resilience framework is a vital component of an organisation's approach to managing strategic and operational risks. Organisational resilience refers to a business's ability to adapt and respond to a changing global environment, effectively navigate short-term disruptions such as natural disasters or market volatility, and prepare for longer-term challenges. True resilience is achieved through the implementation of plans that not only safeguard the organisation from potential threats but also support the early identification of opportunities and provide a clear pathway to recovery when disruptions arise.

Our Business Resilience Standard sets out the minimum requirements for preparing for, responding to and recovering from material events that may impact our people, the communities in which we operate, the environment, our assets, our reputation, or our strategic and operational objectives. Effective implementation of the standard enables the identification of emergency situations, so that appropriate plans and resources are in place to manage and recover from material disruptions. It also strengthens crisis management capabilities and supports the continuity of IGO's operations through the effective management and recovery from situations that could adversely impact or disrupt IGO.

Our Business Resilience Framework includes a combination of risk management practices and interconnected plans, including:

- An IGO-level business continuity plan which defines IGO's framework for responding to material events that have the potential to interrupt the continuity of our business
- A crisis management plan which outlines IGO's framework for supporting a site or project-specific Emergency Management Team or to respond to a corporate crisis that might have no underlying emergency management layer; and
- A suite of emergency management plans, which define the responsibilities and actions required to support an appropriate response to and management of foreseeable emergencies at each of our operations.

We have established an annual schedule for testing our Business Resilience Framework. In FY26, IGO conducted two business resilience exercises. In March 2026, the Crisis Management Team (CMT) completed a desktop exercise testing the organisation's response to a complex international incident scenario involving missing personnel in a foreign jurisdiction with active security risks, conflicting information and significant media and stakeholder pressure.

The same month, the Exploration Emergency Management Team (EMT) completed a scenario-based exercise simulating a remote medical emergency at an exploration site in Western Australia, requiring coordination of field response, evacuation planning and stakeholder management. Both exercises confirmed that IGO has capable and disciplined teams in place.

Identified opportunities for improvement have been captured in improvement action plans which are being progressed through the Business Resilience programme.

Leveraging AI to enhance information access and efficiency

When applied thoughtfully and responsibly, AI can help our people work smarter, reduce waste and improve outcomes. This year, IGO developed *Igi,* an internal AI-powered conversational agent, to help employees quickly access and use the company's growing knowledge base.

As information expanded across systems and documents, employees were spending significant time searching for content, relying on colleagues, and interpreting complex procedures, leading to inefficiencies and inconsistent access to critical information.

Igi addresses these challenges by providing a single, natural-language interface to search trusted IGO documents, connect users to relevant information instantly and enable escalation to subject matter experts when needed. The tool continuously improves through user feedback, refining both its responses and underlying content.

Igi was designed with clear boundaries on what kinds of responses can be provided, security that matches or exceeds IGO's existing cyber posture and context-aware, role-based access controls so that the user is only presented with accurate data or information they are permitted to see. Furthermore, Igi is built to capture and surface organisational knowledge, not leak it - meaning the intelligence and systems that power Igi belong to IGO.

By improving efficiency and knowledge accessibility, Igi reduces administrative effort - an important step in IGO's broader digital strategy - with future enhancements expected to further streamline information management, processes and support employees.

Our performance in FY26

Any material breaches of our Code of Conduct, incidences of fraud, bribery or reports under our Speak Up program are part of Management's quarterly Risk and Compliance reporting to the Audit and Risk Committee and the Board. Any such breaches are treated with appropriate and proportionate disciplinary action for those who breach it.

In FY26, we had no reports made through Speak Up. For more information refer to the 2026 **Sustainability Databook** at **www.igo.com.au**.

In FY26, we had no material breaches of the Code of Conduct, the Anti-bribery and Corruption Standard or the Fraud and Corruption Control Plan. For more information refer to the 2026 **Sustainability Databook** at **www.igo.com.au**.

Looking ahead

As we look to FY27, planned activities include:

- Refreshing the IGO Code of Conduct.
- Rolling out of Company-wide Business Integrity Training program.
- Implementing the DLP across IGO's environment and refining data classification policies to improve protection of sensitive personal and corporate information across IGO's systems.
- Developing and implementing AI governance guidelines to support the responsible use of AI tools, including appropriate data inputs and adherence to privacy obligations.
- Providing ongoing privacy and data handling training, including general awareness for all staff and targeted modules for high-risk roles.
- Introducing an international crisis assistance process for our employees travelling into other jurisdictions.
- Progressing our emerging risk framework to identify and assess risks beyond our current operating footprint, keeping us ahead of threats and capitalising on opportunities as the business grows.
- Advancing business continuity planning in emerging risk areas, including the growing risks associated with AI and increased cybersecurity exposure.

Operating with integrity

Cybersecurity

As digital technologies become embedded in modern mining, effective cybersecurity management protects our assets and preserves operational integrity.

In an increasingly connected world, robust cybersecurity extends beyond managing technical risk - it supports our ability to operate safely and responsibly.

FY26 progress

Delivered updated cybersecurity awareness training - available to all employees and embedded contractors, aligned with current threats and emerging risks relevant to IGO.

Enhanced identity-based controls across cloud and remote systems to reduce the risk of unauthorised access from compromised credentials.

Commenced development of a new Cyber Incident Response Plan, which will be finalised in FY27.

1

Indirect cybersecurity incident impacting an external service provider used by IGO

1

System governance audit was undertaken as part of IGO's internal audit process

(with recommended remediation actions underway)

UN SDGs

16.4

Why cybersecurity matters

Strong cybersecurity helps prevent disruptions from cyber incidents and is an essential component of effective risk management. A significant cybersecurity breach could have wide-ranging impacts - including data loss and compromised intellectual property, operational disruption, ransom demands, financial loss and regulatory penalties. Such incidents could also damage reputation, erode stakeholder trust and result in serious privacy breaches.

Effective cybersecurity management can build trust and confidence among stakeholders, reduce disruption and maintain a secure operating environment that supports business resilience and operational integrity.

Our approach

IGO's cybersecurity program is structured around the National Institute of Standards and Technology (NIST) Cybersecurity Framework, which provides a risk-based approach organised across five core functions - identify, protect, detect, respond and recover. This framework allows IGO to take a structured and prioritised approach to managing cyber risk, so that investment and effort are directed toward the threats and vulnerabilities most relevant to our operational context.

Our Information Technology function has dedicated cybersecurity resources and support, including a Security Operations Centre which monitors, detects and seeks to stop cybersecurity threats. Management accountability for cybersecurity is assigned to our Chief People and Sustainability Officer, with our Audit and Risk Committee assisting our Board with overseeing cybersecurity risk.

IGO's IT and Cybersecurity Policy sets out the requirements for protecting IGO's information assets and systems across the enterprise, and applies to all employees, contractors, and third-party service providers with access to IGO's systems or data. The policy establishes baseline security expectations - including requirements around access management, acceptable use, incident reporting and data handling - and is supported by a suite of standards and procedures that provide more detailed guidance on specific areas of cybersecurity risk. The policy and supporting standards are reviewed regularly so that they remain relevant to the evolving threat landscape and applicable regulatory requirements.

IGO maintains network segmentation between its information technology (IT) and operational technology (OT) environments to reduce the risk of a cyber incident in one domain spreading to the other. OT environments require tailored security controls that balance cybersecurity requirements with the operational continuity demands of a live production environment. Specific controls are in place for process control systems, including restrictions on remote access, change management procedures, and hardening of OT assets. Ongoing monitoring is conducted across both IT and OT domains to detect anomalous activity and enable a timely response to potential threats.

We maintain an active partnership with the Australian Cyber Security Centre, leveraging threat intelligence, advisory services and guidance to strengthen our cyber defences and stay ahead of emerging threats relevant to the resources sector. IGO also participates in relevant industry cyber information-sharing networks and forums, enabling the exchange of threat intelligence and best-practice insights with peer organisations. This year, IGO partnered with Curtin University through an internship program to mentor students and support their transition into the future workforce. Through this initiative, we collaborated with a student to develop an intelligent system capable of accurately extracting key information from complex documents, supported by clear referencing to enable human auditing. We actively seek opportunities to learn, and these external engagements complement IGO's internal programs allowing us to benefit from shared industry insights and expertise.

IGO uses a combination of independent and internal assurance activities to test the effectiveness of its cybersecurity controls. We intend to undertake regular independent external penetration tests to provide an objective assessment of IGO's security posture to identify vulnerabilities that internal monitoring may not detect. Cybersecurity-related risks and controls in our enterprise risk register are reviewed annually so that it accurately reflects IGO's current threat environment. Internal audits provide assurance that cybersecurity policies and standards are being applied consistently across the organisation.

Our progress and performance in FY26

IGO's cybersecurity program encompasses a broad range of proactive activities to manage cyber risk across the organisation, including:

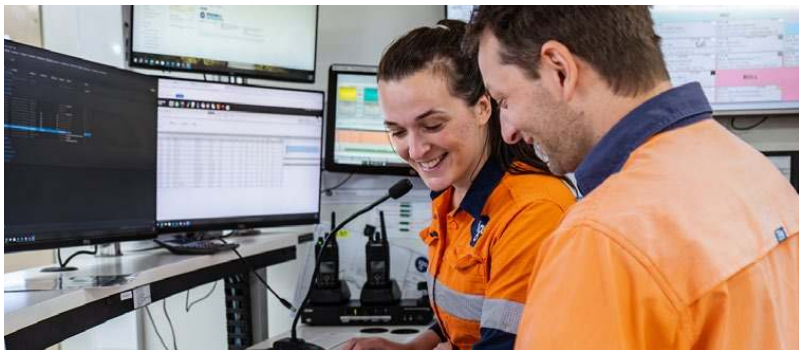
- Workforce awareness training, which supports employees and contractors to understand their cybersecurity responsibilities and recognise common threats. This year, we delivered refreshed cybersecurity awareness training and sessions, available to all employees and embedded contractors, updating content to reflect the current threat environment and emerging attack vectors relevant to IGO's operations and workforce. The refreshed training covered key topics including phishing and social engineering, secure use of corporate systems and devices, password and credential hygiene, data handling obligations and how to identify and report a suspected cyber incident. Training was delivered across multiple formats to maximise reach and engagement, with uptake monitored to encourage participation.
- Simulated phishing exercises, which are run throughout the year to test and improve employee vigilance against social engineering attacks. Phishing attempts are one of the most common vectors for cyber incidents, with FY26 exercises designed to replicate realistic and evolving phishing techniques, including credential harvesting, malicious links and impersonation of trusted senders. Results were analysed to identify individuals and teams with higher susceptibility rates and targeted follow up education and coaching was provided to reduce vulnerability. Aggregate results are used to inform the design of future awareness training and track improvement in workforce cyber vigilance over time.
- Identity-based controls, which have been increased and improved to reduce the risk of unauthorised access through compromised credentials. In FY26, we made enhancements to identity-based controls across IGO's cloud-based applications and remote corporate systems, reducing the risk of unauthorised access through compromised or stolen credentials. Enhancements included changes to privileged access management to limit exposure from high-risk accounts, as well as improved configuration of IGO's multi-factor authentication platform to strengthen verification of user identity before access is granted.
- This year, we commenced development of IGO's Cyber Incident Response Plan to set out clear procedures for responding to and recovering from a cyber incident. The plan aims to reflect lessons learnt from desktop exercises, changes in IGO's operational environment and developments in best-practice incident response.
  The plan is under final review, with implementation and adoption planned for FY27.
- Patch management processes, which identify and remediate known vulnerabilities in a timely and prioritised manner.

In FY26, we evaluated several leading email security products to identify the solution best suited to protecting IGO's email environment and information. Following this assessment, we selected a platform that delivers enhanced protection by filtering malicious content before it reaches inboxes, detecting and blocking suspicious links, attachments, and impersonation attempts in real time and applying outbound controls to reduce the risk of sensitive information being inadvertently or maliciously transmitted through email. The solution is also expected to improve the overall email experience through faster processing, reduced false positives, and better visibility for IGO's IT team over email-based threats. Full implementation of the new platform across all IGO employees and contractors is planned for FY27.

In FY26, we also implemented a data security and management platform that gives IGO greater visibility into how sensitive customer, employee and corporate data is stored, accessed and used across its environment.

While not a traditional DLP tool, the platform monitors data across email, cloud applications, collaboration tools, and endpoint devices, alerting IGO's IT and security teams to unusual or risky handling of sensitive information, such as unexpected access patterns, excessive permissions, or atypical data movement. This enhanced visibility strengthens IGO's ability to detect and respond swiftly to potential data risks once they occur, supporting faster investigation, containment, and resolution of incidents involving sensitive information.

This year, we had one indirect cybersecurity incident affecting an external service provider used by IGO. The external service provider advised IGO about the incident and engaged forensic experts as it worked to contain the threat, restore the security of its systems and investigate any potential impacts to employee data. While there was no direct breach of IGO's systems, IGO information was stored on the third-party system. The investigation identified a small number of current and former employees who may have had personal information affected by the incident. IGO notified the Office of the Australian Information Commissioner (OAIC) and the Australian Taxation Office (ATO) that an eligible data breach had occurred, in accordance with its obligations under the Notifiable Data Breaches scheme. IGO notified all affected employees and provided further information and support, together with an additional communication to all employees notifying them of the incident and providing a reminder on the importance of cybersecurity. Subsequent to the end of the reporting period, the OAIC closed its file regarding IGO on 30 July 2026.



Supporting mine transition planning through secure IT/OT handover at our Nova Operation

As the Nova Operation reaches the end of its operational mine life our Technology Team is planning a staged approach to proactively and systematically manage the handover of IT and OT infrastructure and to support a secure and orderly transition of technology environments.

Through this work, we intend to:

- Securely archive critical operational data in line with IGO's information management and retention requirements.
- Identify and appropriately handle data and systems that will not transfer, using secure destruction methods where retention is not required or permitted.
- Develop a comprehensive asset inventory of all IT and OT systems at the site to support a complete and accurate handover, with no active or vulnerable systems left unaccounted for.

This structured approach to IT/OT transition is intended to establish a repeatable model for future divestments and major operational transitions across IGO, enabling the safe, secure and responsible transfer of technology systems.

It is designed to minimise operational disruption, protect sensitive data and reduce cybersecurity risks during periods of significant change, while supporting a safe and secure handover of technology infrastructure and preventing unauthorised access to systems both during and after operations have ceased.

Looking ahead

As we look to FY27, planned activities include:

- Developing an enhanced network and cloud infrastructure to enable scalable growth in a fast-evolving technology landscape, while supporting robust security as IGO's systems and operations evolve.
- Enhancing the capability of IGO's Security Operations Centre through the deployment of improved threat detection and response tooling, enabling faster identification of potential cyber incidents and more effective containment and response.
- Strengthening IGO's supply chain cyber risk management program by developing enhanced vendor assessment criteria and implementing ongoing monitoring of critical third-party relationships.
- Continuing to build employee cyber capability through targeted awareness campaigns, role-specific training for high-risk groups and ongoing phishing simulations.
- Reviewing and updating IGO's cybersecurity policies and standards so that they remain relevant with evolving regulatory requirements and reflect the realities of IGO's operating environment.
- Conducting third-party risk assessments on key vendors and service providers with access to IGO's systems or data.
- Implementing a new DLP system, which includes AI systems, to safeguard customer, employee and sensitive corporate data from both human error and deliberate cyber threats.
- Conducting penetration testing to identify and remediate vulnerabilities in IGO's IT and OT environments before they can be exploited.

Operating with integrity

Responsible value chain

IGO's value chain spans activities both upstream and downstream of our core operations, many of which have potential to pose sustainability-related risks and opportunities.

As a responsible operator, IGO is committed to acting with integrity and seeks to engage with suppliers, contractors and business partners who act lawfully, ethically and responsibly.

FY26 progress

Engaged with Ngadju Traditional Owners and other First Nations businesses in procurement and contracting decisions.

Engaged with Tjiwarl Native Title Holders on potential commercial and operational partnerships at our Cosmos Project.

Undertook an internal review over our human rights and modern slavery management approach and updated IGO's Human Rights Policy.

FY26 Supplier spend in WA

$274.3M

from $363.7M (FY25)

FY26 Spend on First Nations owned businesses

$14.1M

Consistent with FY25

FY26 Total spend on suppliers

$355.1M

from $441.6M (FY25)

UN SDGs

8.7, 12.7

UNGC Principles

Why responsible value chain matters

Unethical sourcing or weak value chain management can lead to environmental and social risks, supply disruptions, non-compliance, financial exposure and the erosion of stakeholder trust.

Responsible value chain management and ethical sourcing supports our strategy by protecting our reputation, maintaining our social licence to operate and promoting reliable supply, while also meeting growing expectations for materials that are responsibly produced.

Our approach and progress

Our approach is guided by a suite of internal policies and standards, including the IGO Code of Conduct, which sets expectations that all suppliers act ethically and responsibly in business dealings.

Our Procurement Policy sets out IGO's commitments to delivering the best value in our supply chain, with a focus on:

- conducting procurement activities in accordance with IGO values, Code of Conduct, and policies
- encouraging and promoting engagement with First Nations businesses
- encouraging and promoting local community spend
- promoting the adherence to safety, health, ethical, and environmental considerations
- encouraging innovation and collaboration with vendors
- being accountable for managing the supply chain within risk tolerance; and
- promoting all procurement activities to be transparent and honest and providing all stakeholders with fair treatment.

Our Procurement Policy is supported by our internal Contractor Management and Procurement Standard, which sets out key principles for the procurement of goods and services and the management of contractors.

Our Sustainability Committee assists the Board in fulfilling its oversight responsibilities over IGO's human rights and Modern Slavery policies and practices, including our Modern Slavery Statement. At an executive level, our Chief People and Sustainability Officer has executive management accountability for our work on human rights and modern slavery, supported by our Chief Financial Officer, with executive management accountability for our contracts and procurement activities.

IGO is an ongoing member of the Western Australia-based Human Rights Resource and Energy Collaborative, which brings together leading companies from across the resource and energy industries to work collaboratively in identifying and addressing human rights and modern slavery issues in our sector. We are also members of the UNGC, with access to Global Compact Network Australia business and human rights events.

Supplier and contractor due diligence and selection

Supplier due diligence and selection are crucial aspects of responsible supply chain management. IGO conducts due diligence activities on all suppliers to identify high-risk activities.

IGO's Contract Risk Assessment Procedure outlines our risk assessment processes, including the completion of an initial procurement risk assessment. Procurement activities are categorised as minor, major or strategic, which informs the level of due diligence undertaken. Major or strategic supply chain activities require thorough due diligence, including the assessment of defined requirements and evaluation criteria.

IGO's supplier evaluation process outlines sustainability expectations tailored to each supplier engagement. We generally engage all suppliers through our suite of standard terms and conditions. These set out mandatory expectations including compliance with all applicable occupational health, safety and environmental laws; compliance with relevant IGO standards, policies and procedures; and requirements to notify IGO of any incidents and the remedies taken.

Modern slavery supplier due diligence

To review modern slavery risks in our supply chain, IGO uses dedicated supplier risk screening software to conduct an initial risk assessment prior to onboarding or engaging any new supplier. This initial risk assessment reflects an overall assessment of inherent modern slavery risk.

For suppliers identified as higher risk, IGO requests the completion of a Modern Slavery Self-Assessment Questionnaire (SAQ) to obtain more specific information about the supplier and determine the specific forms of modern slavery potentially present in their operations and supply chains. Modern Slavery SAQs are also requested as part of IGO's tender process.

This year, we undertook several activities to review and strengthen our approach to modern slavery, including:

- An internal review of our human rights and modern slavery management approach. The review resulted in a series of recommendations across governance, risk assessment and due diligence, integration and action, and monitoring and evaluation. These recommendations were prioritised and presented to the Sustainability Committee. One key outcome was the update of IGO's Human Rights Policy, which was completed and approved in FY26.
- Developing additional due diligence processes, including requiring all new suppliers operating in higher inherent risk categories - irrespective of their initial risk assessment rating - to complete a Modern Slavery SAQ. This may include contracted and subcontracted labour, recruitment agencies, shipping, transport, PPE, cleaning and security providers.
- Working with our supplier risk screening software provider to develop a streamlined MS SAQ which is tailored to smaller suppliers. In FY27, we intend to commence a pilot of this MS SAQ, with the aim of identifying any issues or process improvements.
- Commencing the development of a modern slavery training module, which will be finalised and rolled out in FY27.

Our procurement contracts require suppliers to take reasonable steps to identify, assess and address modern slavery risks, to notify IGO of any modern slavery incidents, and to place similar obligations on their own suppliers. Where required, IGO can impose rectification conditions and undertake supplier verification activities, with a right to terminate the contract if a supplier fails to adequately manage or take reasonable action to address modern slavery issues.

For more information, refer to IGO's latest Modern Slavery Statement at **www.igo.com.au**.

Local sourcing and First Nations procurement

At IGO, we believe we have a responsibility to support the development and growth of businesses in the communities that host us. Our procurement decisions have the ability to support positive local socioeconomic outcomes, creating value for communities and First Nations peoples across our asset lifecycle.

We aim to engage local businesses wherever possible and set selection criteria and evaluation weightings to provide preference to businesses located in our host communities.

Site supply teams set specific targets for local sourcing, which are tracked monthly to drive continuous improvement.

In FY26, IGO has continued to implement the Innovate Reconciliation Action Plan (RAP) 2025–2027, maintaining a focus on opportunities to increase procurement from First Nations businesses.

IGO applies internal First Nations Engagement and Contracting standards, which sets requirements and processes to achieve greater First Nations business engagement, including to:

- Maintain a register detailing the capabilities and capacities of First Nations businesses and communicate this across the Company
- Track and report on First Nations business spend
- Identify and engage with businesses at the earliest point in the procurement lifecycle
- Undertake open communication and consultation with businesses; and
- Work with businesses to establish suitable agreements and sourcing processes that support First Nations businesses.

Contractor management

Contractors comprise a significant portion of IGO's workforce, making it essential to engage partners who align with our values. IGO requires all contractors to adhere to our Code of Conduct, uphold safe systems of work, and maintain safe working environments for their workforce. Each contractor at IGO-managed sites is supported by a dedicated IGO representative to support compliance with site-specific requirements.

In FY26, we commenced the development of a Contract Owner Guide - Contractor Management, to support the Contract and Procurement Procedure. This aims to further guide contract owners in effectively managing contractors on behalf of IGO and embedding robust commercial contract management practices.

Working with our joint venture partners

Our lithium business includes a 49% shareholding in TLEA, an incorporated joint venture with Tianqi Lithium Corporation (Tianqi). TLEA owns upstream and downstream lithium assets, including a 51% stake in the Talison Lithium Greenbushes Operation and a 100% interest in a battery-grade lithium hydroxide refinery in Kwinana, Western Australia.

Through the TLEA joint venture, IGO aims to deliver long-term economic, social and environmental benefits to our stakeholders. We seek to engage and collaborate on our sustainability progress and performance. IGO's nominee director on the TLEA Board and TLEA's nominee director from IGO on the Windfield Holdings Pty Ltd[1] Board provides us with the platform to gain insights into issues and opportunities and the ability to influence decision-making and strategies to address them. As a non-operating partner, IGO's role in the TLEA joint venture's risk management framework is primarily one of oversight and strategic guidance. While we do not engage in the day-to-day operational activities, we bring an IGO perspective to the identification and assessment of potential risks through visits to site and participation in selected operational committees.

In FY26, IGO engaged with Talison on preparations for the AASB S2 - Climate-related Disclosures Standard, to understand material climate-related risks and opportunities that may be reasonably expected to affect IGO's prospects. More information on Talison's sustainability performance and progress can be found in its latest Sustainability Report at **www.talisonlithium.com**, with TLEA's sustainability performance available at **www.tlea.com.au**.

Image: *Bellevue Aerodrome at the Cosmos Project*

Aerodrome handover to Tjiwarl - embedding First Nations economic participation

IGO's commitment to meaningful First Nations engagement is demonstrated through the handover of the operations of the Bellevue Aerodrome at our Cosmos Project to the Tjiwarl Aboriginal Corporation (Tjiwarl) through its wholly owned commercial subsidiary Tjiwarl Contracting Services Pty Ltd (TCS). This represents a landmark example of shared operation and economic stewardship with First Nations peoples.

The Bellevue Aerodrome, a CASA-registered facility located near Leinster in Western Australia, sits on land of significant cultural importance to the Tjiwarl people as native title holders and custodians. IGO worked closely with TCS to develop and execute an initial non-binding term sheet outlining the purpose and conditions of the arrangement, enabling the transfer of aerodrome management to TCS. Whilst the binding terms of the licensing arrangement are being finalised, IGO has engaged TCS as its contractor for the operation of the Bellevue Aerodrome.

This arrangement provides the Tjiwarl People with economic participation and decision-making authority over their Country through the long-term use of a valuable asset. For IGO, it strengthens its relationship with Tjiwarl and demonstrates a clear commitment to respectful and meaningful engagement.

1 Windfield Holdings Pty Ltd is a joint venture between TLEA and Albemarle Corporation, which wholly owns Talison Lithium (Talison) and operates the Greenbushes Operation.

Our performance in FY26

In FY26, IGO's total spend on suppliers for the provision of goods and services was $355.1M, down from $441.6M in FY25.

In FY26, IGO spent $14.1M with First Nations owned or managed businesses, representing 4% of total supplier spend, up from 3.2% of spend in FY25.

Spend on First Nations owned or managed businesses (FY26)

$14.1M

4.0%
of total supplier spend

FY25

$14.1M

3.2%
of total supplier spend

FY24

$18.1M

2.2%
of total supplier spend

In FY26, we spent $14.3M on local suppliers, representing 4% of our spend, down from 5% in FY25. The vast majority of spend (77.3%) is in Western Australia, followed by 15.1% in the rest of Australia and only 3.6% internationally.

Total payments to suppliers by location[1]	FY26 Spend ($M)	FY26 Spend (%)	FY25 Spend ($M)	FY25 Spend (%)	FY24 Spend ($M)	FY24 Spend (%)
Local	14.3	4.0%	23.0	5.2%	24.8	3.0%
Western Australia	274.3	77.3%	363.7	82.4%	687.4	82.6%
Australia	53.7	15.1%	48.0	10.9%	113.8	13.7%
International	12.8	3.6%	6.9	1.6%	6.0	0.7%
Total	**355.1**	**100%**	**441.6**	**100%**	**832.0**	**100%**

1 Western Australia spend excludes local spend, and Australia spend excludes Western Australia spend.

For more information on the distribution of payments to suppliers across our business, refer to IGO's 2026 **Sustainability Databook** at **www.igo.com.au**.

In FY26, IGO continued to screen new suppliers for inherent modern slavery risk prior to onboarding. This year, we screened 176 new suppliers, with none identified as high-risk for modern slavery based on the screening processes undertaken. IGO published its FY25 Modern Slavery Statement in December 2025, with the FY26 Modern Slavery Statement to be available by 30 December 2026 at **www.igo.com.au**.

Looking ahead

As we look to FY27, planned activities include:

- Strengthening supplier due diligence capability, including modern slavery screening.
- Continuing to optimise our contractor management guidelines to support IGO contract owners.
- Continuing to grow engagement with and procurement from First Nations owned and managed businesses, consistent with the targets in IGO's Innovate RAP 2025–2027.

Glossary

%	Percentage.
AASB	Australian Accounting Standards Board.
ACCU	Australian Carbon Credit Unit.
AI	Artificial Intelligence.
ANCOLD	The Australian National Committee on Large Dams.
ASX	Australian Securities Exchange.
ATO	Australian Taxation Office.
Biodiversity	Within nature, biodiversity is the diversity of life on Earth, including the diversity of ecosystems, species and genes.
CASA	Civil Aviation Safety Authority.
CCC	Critical Control Check.
CoRE	Centre of Resource Excellence Learning Foundation.
Country	Country is the term used by First Nations peoples to describe the lands, waterways and seas to which they are connected. The term contains complex ideas about law, place, custom, language, spiritual belief, cultural practice, material sustenance, family and identity.
DBCA	Department of Biodiversity, Conservation and Attractions.
DEI	Diversity, Equity and Inclusion.
DMPE	Department of Mines, Petroleum and Exploration.
DJBIC	Dow Jones Best-in-Class Index (formerly Dow Jones Sustainability Index).
DLP	Data Loss Prevention.
Downstream	Downstream refers to those organisations that play a role in the distribution or use of goods and services provided by the reporting organisation.
Double materiality	Double materiality refers to a company assessing and disclosing how sustainability topics pose risks or opportunities to its financial performance and position (financial materiality) as well as how its operations impact the environment, people and society (impact materiality).
DWER	Department of Water and Environmental Regulation, Western Australia.
EAP	Employee Assistance Program.
ELT	Executive Leadership Team.
EMS	Environmental Management System.
EMT	Emergency Management Team.
Employees	Employees are paid directly by IGO.
ESG	Environment, Social and Governance.
FIFO	Fly-in Fly-out workforce arrangement.
FPIC	Free, Prior and Informed Consent.
FY	Financial year or fiscal year (1 July to 30 June).
GHG	Greenhouse Gas.
Goal	Goal is an ambition to seek an outcome for which there is no current pathway(s), but for which efforts will be pursued towards addressing that challenge.
GRI	Global Reporting Initiative. GRI is an independent international organisation which develops the GRI Sustainability Reporting Standards - the world's most widely used standards for sustainability reporting.
ha	Hectares.
HDPE	High-density Polyethylene.
HPA	Heritage Protection Agreements.
HSE	Health, Safety and Environment.
ICMM	International Council on Mining and Metals.
IFRS	International Financial Reporting Standards.
IGO	IGO Limited (the 'Company').
ISO	International Standard Organization.
IT	Information Technology.
IUCN	International Union for Conservation of Nature.
JV	Joint Venture.
kt	Kilotonne.
LTI	Lost Time Injury - an injury sustained by an employee, or contractor whilst at work which prevents the employee from completing any duties for a period of 1 or more calendar days, or shifts, after the day of the injury with no capacity for work.
LTIFR	Lost Time Injury Frequency Rate - the frequency rate for lost time injuries. It is calculated by the number of lost time injuries / total hours worked (workhours) x 1,000,000.
M	Million.
Material topic	The GRI Universal Standards 2021 define 'material topics' as topics that represent an organisation's most significant impacts on the economy, environment, and people, including impacts on their human rights.
MCA	Minerals Council of Australia.
MCP	Mine Closure Plan.
MIPP	Musculoskeletal Injury Prevention Program.
ML	Megalitre. One million metric litres.
MTI	Medical Treatment Injury - any work-related injury that requires treatment by Health Care Professional that does not result in lost time or restricted duty but is beyond first aid.
MTIFR	Medically treated injury frequency rate - the frequency rate for medically treated injuries. It is calculated by the number of MTI / total hours worked (workhours) x 1,000,000.
Nature	Nature considers both the living (biodiversity) and non-living components (water, soil, air) of a well-functioning ecosystem – and includes ocean, land, freshwater and atmosphere.
NIST CSF	National Institute of Standards and Technology Cybersecurity Framework.

NNTAC	Ngadju Native Title Aboriginal Corporation.
OAIC	Office of the Australian Information Commissioner.
OHS	Occupational Health and Safety.
OMW	Other Managed Water.
OT	Operational Technology.
PPE	Personal Protective Equipment.
QA/QC	Quality Assurance/Quality Control.
RAP	Reconciliation Action Plan.
Recordable cases of work-related ill-health	Recordable illnesses are the sum of all new work-related disease cases that meet recording criteria during the reporting period including Occupational Respiratory Disorders, Occupational Hearing Loss, Musculoskeletal Disorders, Occupational Cancers and other Occupational Medical Disorders.
Reporting period	One financial year, beginning 1 July and ending 30 June.
RWI	Restricted Work Injury - a work-related injury which results in the employee or contractor being unable to perform one or more of their routine functions for a full working day, from the calendar day after the injury occurred.
RWIFR	Restricted Work Injury Frequency Rate - the frequency rate for restricted work injuries. It is calculated by the number of RWI / total hours worked (workhours) x 1,000,000.
SASB	Sustainability Accounting Standards Board. SASB Standards help companies disclose relevant sustainability information to their investors. As of August 2022, the International Sustainability Standards Board (ISSB) of the IFRS Foundation assumed responsibility for the SASB Standards.
SAQ	Self-Assessment Questionnaire.
Severity rate	Severity rate is calculated by the number of days lost / total exposure hours x 1,000,000.
SLT	Senior Leadership Team.
SPI	Serious Potential Incident - incidents where the worst credible potential consequence is determined to be a fatality or permanently disabling injury, or a critical environmental or community impact.
SPIFR	Serious Potential Incident Frequency Rate.
Stakeholder	A person or group that is influenced by, or can influence, an organisation.
Sustainable development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
t	Metric tonnes.
Target	Target is an intended outcome in which we have identified one or more pathways for delivery, subject to certain assumptions and conditions.
TAC	Tjiwarl Aboriginal Corporation.
TCOMS	Taking Control of My Safety.
TDS	Total Dissolved Solids.
Tianqi	Tianqi Lithium Corporation.
TLEA	Tianqi Lithium Energy Australia. IGO's investment in the TLEA joint venture commenced on 1 July 2021.
TNFD	Taskforce on Nature-related Financial Disclosures.
TRI	Total Recordable Injuries - the sum of all new work-related injury cases that meet recording criteria during the reporting period, which include Medical Treatment Injuries, Restricted Work Injuries, Lost Time Injuries and Fatalities.
TRIFR	Total Recordable Injury Frequency Rate - the frequency rate for total recordable injuries. It is calculated by the number of total recordable injuries / total hours worked (workhours) x 1,000,000.
TSF	Tailings Storage Facility.
TSM	Towards Sustainable Mining.
UN SDGs	United Nations Sustainable Development Goals.
UNGC	United Nations Global Compact.
VSLI	Visual Safety Leadership Interactions.
WA	Western Australia.
Water consumption	Consumption is defined as all water that is removed by evaporation, entrainment (in product of waste) or other losses, and not returned back to surface water, groundwater, sea water or a third party.
Water discharge	Sum of effluents, used water, and unused water released to surface water, groundwater, seawater, or a third party, for which the organisation has no further use, over the course of the reporting period.
Water withdrawal	Sum of all water drawn from surface water, groundwater, seawater, or a third party for any use over the course of the reporting period.
Western Areas	IGO acquired Western Areas Limited on 20 June 2022.
WGEA	Workplace Gender Equality Agency.
Workers	Workers include both employees and contractors.
Workforce	Workforce includes both employees and contractors.

Company information

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Stock Exchange Listing

IGO Limited is listed on Australian Securities Exchange (ASX: IGO).

Featured on cover

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