

ESG ROADSHOW PRESENTATION

IGO Limited (ASX: IGO) (**IGO** or the **Company**) is pleased to attach a copy of a presentation which will be used during an ESG Roadshow (**Roadshow**) being conducted virtually this week with institutional investors and proxy advisors.

The Roadshow will be attended by IGO's Non-Executive Chair, Peter Bilbe, Non-Executive Director, Michael Nossal, and Company Secretary and Head of Corporate Affairs, Joanne McDonald, and is designed to highlight IGO's strong performance and disclosure of Environment, Social and Governance (ESG) related matters and provide an opportunity to discuss this important area of IGO's business.

This announcement is authorised for release to the ASX by Peter Bradford, Managing Director & CEO

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**MAKING A
DIFFERENCE**

IGO Limited ESG Roadshow

June 2021



Our Strategy

Aligned to clean energy metals



Globally Relevant



large scale, high quality asset portfolio supplying products critical to clean energy

Vertically Integrated



upstream metal production and downstream processing with connectivity to end users

High-quality and Diverse Suite of Products



to meet customer demand, made safely, sustainably, ethically and reliably

Being Carbon Neutral



by embracing renewable energy and innovation

**Delivered by people who are bold, passionate, fearless and fun
- a smarter, kinder, more innovative team**

Our Purpose

Making a Difference



We believe in a world where people power makes amazing things happen.

Where technology opens up new horizons and clean energy makes the planet a better place for every generation to come. We are bold, passionate, fearless and fun – we are a smarter, kinder and more innovative company.

Our work is making fundamental changes to the way communities all over the world grow, prosper and stay sustainable. Our teams are finding and producing the specialist metals that will make energy storage mobile, efficient and effective enough to make long-term improvements to the lifestyle of hundreds of millions of people across the globe.

How? New battery storage technology is finally unleashing the full potential of renewable energy by allowing power produced from the sun, wind and other sources to be stored and used when and where it's needed. This technology will impact future generations in ways we cannot yet imagine, improving people's quality of life and changing the way we live.

We believe in a green energy future and by delivering the metals needed for new age batteries, we are making it happen.

This is the IGO Difference.



Our Values

Reimagined through co-creation with our people in 2019 to embody the IGO Difference



Ignite the spark

We seek, question, innovate and create.

Never stand still

We are bold, adventurous and excited for the future.

See beyond

We know that our actions today will impact the world of tomorrow.

Run through the sprinklers

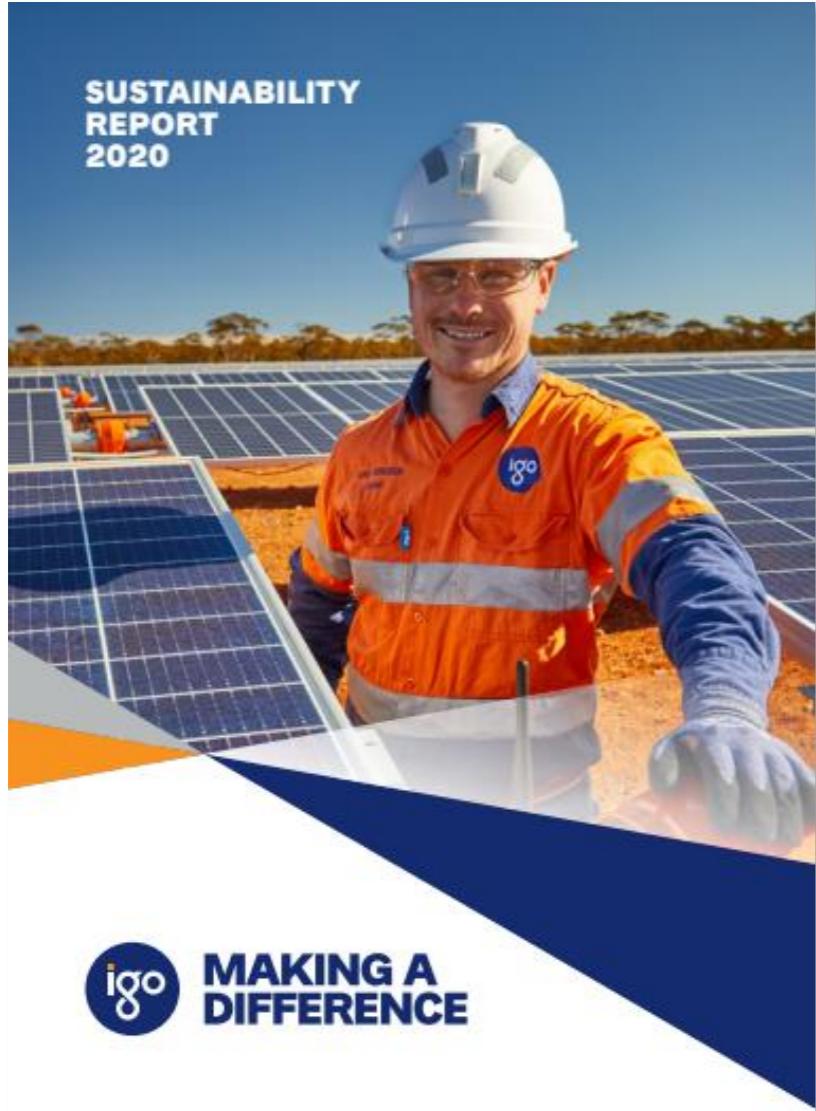
We find the fun in what we do.

Be better together

We empower, support and respect each other.

Sustainability

Strong focus on sustainability because it's the right thing to do



Strong ESG brand developed through industry leading performance and disclosure

Focus on decarbonisation through clean energy generation at Nova

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

S&P Global
S&P Global 2021
Sustainability Yearbook



Environment

Climate Change

Aspiring to be carbon neutral by 2035



Emissions Reduction Roadmap



Working to understand projects which will help decarbonise our business and operations

Internal carbon price



Implementing key tool in assessing new projects, opportunities and to enable fast tracking of emissions reductions

Carbon offset strategy



Understand how we can offset the emissions we cannot reduce from our operations

Climate Change

Continuing to improve reporting against TCFD recommendations



What we've done –

- ✓ FY20 Sustainability Report aligned to TCFD
- ✓ Resilience testing using various climate change scenarios
- ✓ Completed climate change risk assessment

What we're doing now –

- ✓ Developing metrics and targets outlining roadmap
- ✓ Setting strategies to influence and reduce Scope 3 emissions
- ✓ Regular review of TCFD reporting
- ✓ Integrating joint venture operations into climate risk register





Social

Our People

A team who are bold, passionate, fearless and fun - smarter, kinder, and more innovative



- Leadership development and support is the key to an engaged and connected workforce
- A strong Employee Value Proposition underpins an employment brand that employees trust
- Building our culture is a deliberate, conscious and continuous focus



Our People

2021 Employee Engagement Survey Results



Employee Engagement Score

67%

Pride in working for IGO

88%

Motivated to “go the extra mile”

71%

IGO is a socially and
environmentally responsible
organisation

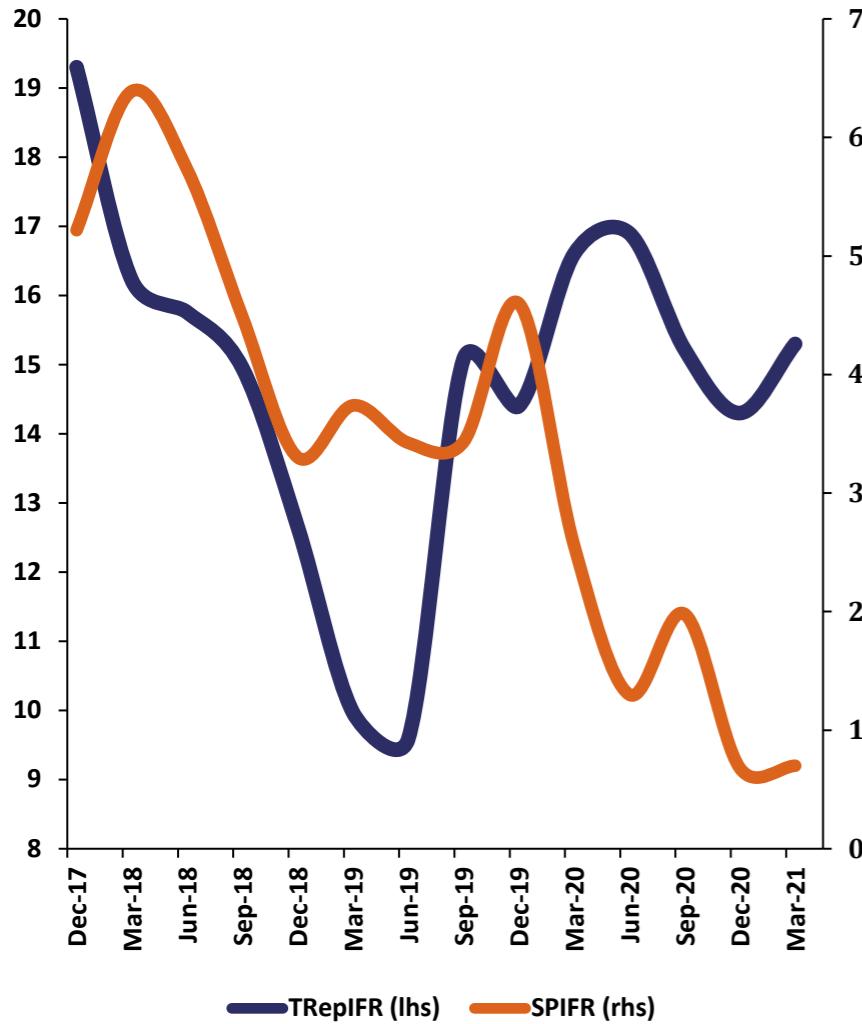
88%

Safety

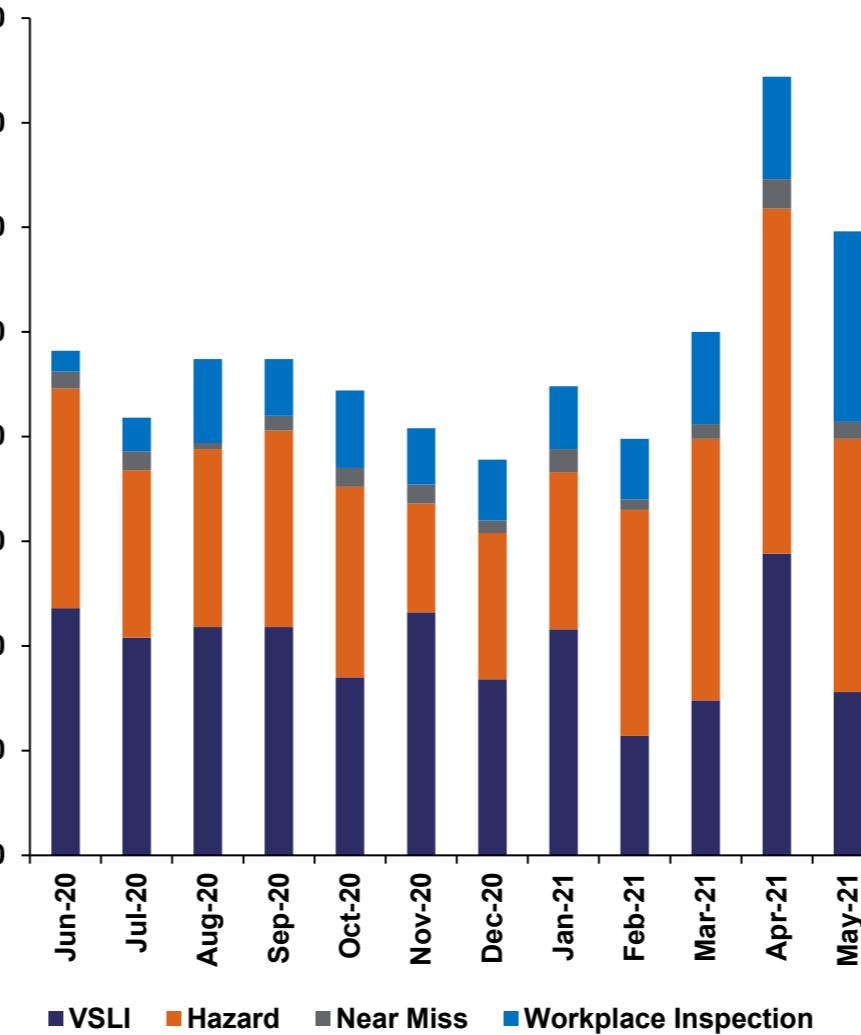
Improving, but more to do



Lag Safety Indicators (TRepIFR¹ & SPIF²)



Lead Safety Indicators



- Fit-for-purpose systems
- Strong safety culture
- Focus on leadership
- Managing critical risks
- Organisational learning

1. 12 month moving average TRepIF – Total Reportable Injury Frequency Rate: calculated as the number of reportable injuries x 1,000,000 divided by the total number of hours worked. 2. 12 month moving average SPIF: Serious Potential Incident Frequency Rate: calculated as the number of serious potential incidents x 1,000,000 divided by the total number of hours worked.

Wellness

Integrated approach to wellness of our people



- Physical health promotion programs focused on proactive health interventions
- Mental and social health programs to create happier and more connected people
- Financial health and education to build employee wellbeing for the future



Retention

Consistent focus on improving the employee value proposition



Key focus areas:

- Building a positive and inclusive culture
- Company-wide focus on learning and development
- Benchmarked and competitive remuneration
- Meaningful non-financial benefits
- Continue to source great talent in a constrained labour market

Voluntary Turnover Rate

12%

Diversity and Inclusion

We understand the benefits related to a diverse workforce



Females in IGO workforce

27%

Aboriginal Employment

3%

Percentage of IGO people say that IGO values diversity

88%

Percentage of IGO people say that IGO is inclusive and accepting of diverse backgrounds and ways of thinking

87%



40:40 Initiative

Public statement of an existing commitment to diversity

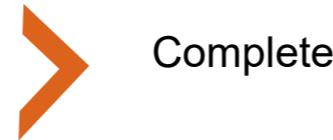


Pledge to achieve gender balance
(40:40:20) in executive leadership by 2030



Pledge

Make our plan public to employees,
shareholders, investors and the business
community.



Complete

Declare medium and long-term gender
targets for 2023 and 2027.



Ongoing

Report annually on how they are tracking
against targets.



Ongoing

| HESTA |

40:40^{VISION}

*IGO was one of 10 inaugural
signatories in FY21*

Modern Slavery

Prepared and released our first statement during FY21



Key Actions

Supplier Risk Assessment



Continue to refine and review our assessment of modern slavery risks in our supply chain

Performance Monitoring



Develop metrics to review and assess the overall effectiveness of our management of modern slavery risks

Corporate Governance



Continue to review and update our key documents to reflect our modern slavery commitments

Contracting Arrangements



Update our contract templates with modern slavery due diligence obligations

Training



Expand delivery of modern slavery awareness training to employees and key suppliers



MAKING A
DIFFERENCE

Aboriginal Employment

Programs in place to assist with Aboriginal engagement



- Continued commitment across the business to build sustainable skillsets within our host communities
- A focus on continuous improvement for recruitment and employment processes to support inclusion and retention
- In FY21, engaged the Aboriginal Mining Academy to provide additional resources to improve onboarding and training of new recruits



Cultural Heritage Management

IGO recognises and respects the cultural and heritage value of the lands on which we operate



- Agreements in place with all key Traditional Owners
- Focused on creating shared value
- Increasing sophistication of risk management



Cultural Heritage Management

Track record of engagement over many years



Strong working relationship with Ngadju

Cultural heritage training

Employment

Community benefits including A\$15M royalties

No section 18 approvals current or under application

Capability increased including appointment of Senior Land Access & Heritage Manager & Cultural Heritage Coordinator to work alongside legal and exploration teams

Making a Difference

Corporate Giving



Ongoing Commitments

Royal Flying Doctors Service WA

Ronald McDonald House

Earbus Foundation

CoRE Learning Foundation

Teach Learn Grow

Clontarf Foundation

Esperance Senior High School - STARS

Dandjoo Darbalung

Perth's Children Hospital Foundation





Governance

Board of Directors

Broad mix of skills, experience and backgrounds



PETER BILBE
Non-Executive Chairman

Tenure: 12 years



PETER BRADFORD
Managing Director & CEO

Tenure: 7 years



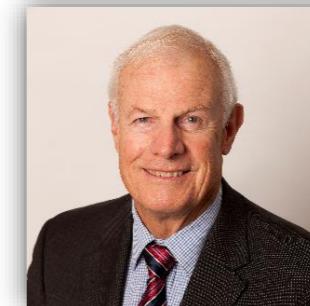
DEBRA BAKKER
Committee Memberships
People & Performance
(Chair)
Audit & Risk

Tenure: 4 years



KATHLEEN BOZANIC
Committee Memberships
Audit & Risk (Chair)
Nomination & Governance

Tenure: 2 years



PETER BUCK
Committee Memberships
Nomination & Governance
(Chair)
People & Performance

Tenure: 7 years



MICHAEL NOSSAL
Committee Memberships
People & Performance
Sustainability

Tenure: 0.5 year



KEITH SPENCE
Committee Memberships
Audit & Risk
Nomination & Governance
Sustainability (Chair)

Tenure: 7 years



XIAOPING YANG
Committee Memberships
Audit & Risk
Sustainability

Tenure: 0.5 year

Evolution of the Board continues



New appointments during FY21



MICHAEL NOSSAL

- Appointed 18 December 2020
- Senior mining executive with 35+ years' industry experience
- Previously held roles with Newcrest, MMG, WMC Resources, Lundin, Nordgold
- Strong strategy & business development skills

Transitioning to Chair before end of 2021



Downstream energy markets and Asia business experience



Gender diversity to 43% female (post Chair transition) (FY20: 28%)



XIAOPING YANG

- Appointed 1 December 2020
- Chemical Engineer with 30+ years' experience in USA and Asia
- Most recently Chair and President of BP China, having held many executive roles with BP
- Experience in clean energy technologies, strategic business development, risk management and business in China



Average board tenure to 4 years (FY20: 5.4 years)

Board Development

Ongoing work programs to ensure a high functioning Board



Board Skills Matrix



Gap analysis to improve the relevance/currency and effectiveness of the Board

Board Composition



Ongoing review of board composition to ensure optimal level of skills, experience and diversity

Education



Continuing Education Program

Director Development Guidelines



Commitment to supporting individual director development to develop and maintain the skills and knowledge needed to perform their role as directors

Governance Review

Comprehensive review completed in during FY21



Review Purpose

Establish whether IGO's corporate governance framework, policies and standards support the growth and evolution of the Company.

Outcomes

- Board Committees were restructured to remove Risk from the Sustainability Committee and add as a responsibility for the Audit Committee.
- Full review of the Corporate Governance Standards and board and committee charters
- Enhanced compliance training across the business

Remuneration

Total reward framework designed to incentivise and retain



Continuously seeking to improve alignment with shareholders



Ongoing work to seek views from employees

Incentive Program

Structured plan around performance related (at risk) remuneration



Short Term Incentive Program

- **Payable 100% cash**
- **FY20 + FY21 Performance Targets:**
 - Health, Safety, Environment & Community (15%)
 - People & Culture (15%)
 - Growth & Strategy (40%)
 - Operating & Financial (30%)

Long Term Incentive Program

- **Service Rights**
 - Based on % of TFR
 - 50% vesting after 12 months
 - 50% vesting after 24 months
- **Performance Rights**
 - Performance Hurdles
 - o Relative TSR
 - o Absolute TSR
 - o Reserve Growth per Share
 - o EBITDA average margin
 - Defined vesting schedules via TSR testing
 - 3 year service condition

Conclusion

Environment, Social and Governance matters are a key focus for our business



- Strong ESG brand developed through industry leading performance and disclosure
- Key focus on climate change, our people and communities and Board governance
- Continuously looking for ways to improve IGO's performance in all areas



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