



ESG ROADSHOW PRESENTATION

IGO Limited (ASX: IGO) (**IGO** or the **Company**) is pleased to attach a copy of presentation materials which will be used at the Company's 2023 ESG Roadshow which is being held this week in Sydney and Melbourne.

IGO's Non-Executive Chair, Michael Nossal and Company Secretary, Joanne McDonald will use the roadshow to engage with key shareholders and proxy advisors on the progress the Company has made over the past 12 months on environmental, social and governance matters.

This announcement is authorised for release to the ASX by Matt Dusci, Acting Chief Executive Officer

For further information contact:

Richard Glass
Head of Investor Relations
T: +61 8 9238 8300
E: richard.glass@igo.com.au



2023 ESG Roadshow

Michael Nossal | Non-Executive Chair

Joanne McDonald | Company Secretary

27 June 2023

IGO LIMITED

Cautionary Statements & Disclaimer



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- This presentation includes forward looking information regarding future events, conditions, circumstances and the future financial performance of IGO. Often, but not always, forward looking statements can be identified by the use of forward-looking words such as "may", "will", "expect", "intend", "plan", "estimate", "anticipate", "continue" and "guidance", or other similar words and may include statements regarding plans, strategies and objectives of management, anticipated production or construction commencement dates and expected costs or 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, which may cause actual results and developments to differ materially from those expressed or implied. Further details of these risks are set out below. All references to future production and production guidance made in relation to IGO are subject to the completion of all necessary feasibility studies, permit applications and approvals, construction, financing arrangements and access to the necessary infrastructure. Where such a reference is made, it should be read subject to this paragraph and in conjunction with further information about the Mineral Resources and Ore Reserves, as well as any Competent Persons' Statements included in periodic and continuous disclosure announcements lodged with the ASX. Forward looking statements in this presentation only apply at the date of issue. Subject to any continuing obligations under applicable law or any relevant stock exchange listing rules, in providing this information IGO does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in events, conditions or circumstances on which any such statement is based.
- There are a number of risks specific to IGO and of a general nature which may affect the future operating and financial performance of IGO and the value of an investment in IGO including and not limited to economic conditions, stock market fluctuations, commodity demand and price movements, access to infrastructure, timing of environmental approvals, regulatory risks, operational risks, reliance on key personnel, reserve and resource estimations, native title and title risks, foreign currency fluctuations and mining development, construction and commissioning risk. The production guidance in this presentation is subject to risks specific to IGO and of a general nature which may affect the future operating and financial performance of IGO. Quarterly Financial Results are unaudited. All currency amounts are in Australian Dollars unless otherwise noted. Net Cash is cash balance less outstanding debt, Net Debt is outstanding debt less cash balances.
- Nickel cash costs are reported inclusive of royalties and after by-product credits on a per unit of payable metal basis, unless otherwise stated. Lithium cash costs are reported as COGS (cash costs of goods sold) per tonne sold and is inclusive of ore mining costs, processing, general and administrative, selling & marketing and inventory movements.
- Underlying EBITDA is a non-IFRS measure and comprises net profit or loss after tax, adjusted to exclude income tax expense, finance costs, interest income, asset impairments, gain/loss on sale of investments, depreciation and amortisation and once-off transaction and integration costs. Underlying EBITA includes IGO’s share of TLEA net profit after tax.
- Free Cash Flow comprises Net Cash Flow from Operating Activities and Net Cash Flow from Investing Activities. Underlying adjustments exclude acquisition and integration costs, proceeds from investment sales, and payments for investments and mineral interests.
- IGO has a 49% interest in Tianqi Lithium Energy Australia Pty Ltd (TLEA) and therefore, as a non-controlling shareholder, recognises its share of Net Profit After Tax of TLEA in its consolidated financial statements. As such, IGO has provided additional information on the operating, financial and expansion activities at both Greenbushes and the Kwinana Refinery which reflects IGO’s understanding of those operating, financial and expansion activities based on information provided to IGO by TLEA.

Agenda



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Acknowledgement

IGO acknowledges the Traditional Owners of the land on which we operate and with whom we work. We recognise their connection to land, waters and culture, and pay our respects to their Elders past, present and emerging.

Our Strategy

Aligned to our purpose – Making a Difference



To be a globally relevant supplier of products critical to the clean energy transition

Diverse suite of products

Made safely, ethically, sustainably and reliably

Vertically Integrated

Linking upstream and downstream into the supply chain

Net Zero

Reducing our emissions and targeting net-zero by 2035

People

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



Our Values

Our Unique Culture Underpins our Success



See Beyond

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.



Ignite the Spark

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.



Be Better Together

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.



Never Stand Still

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



Run Through the Sprinklers

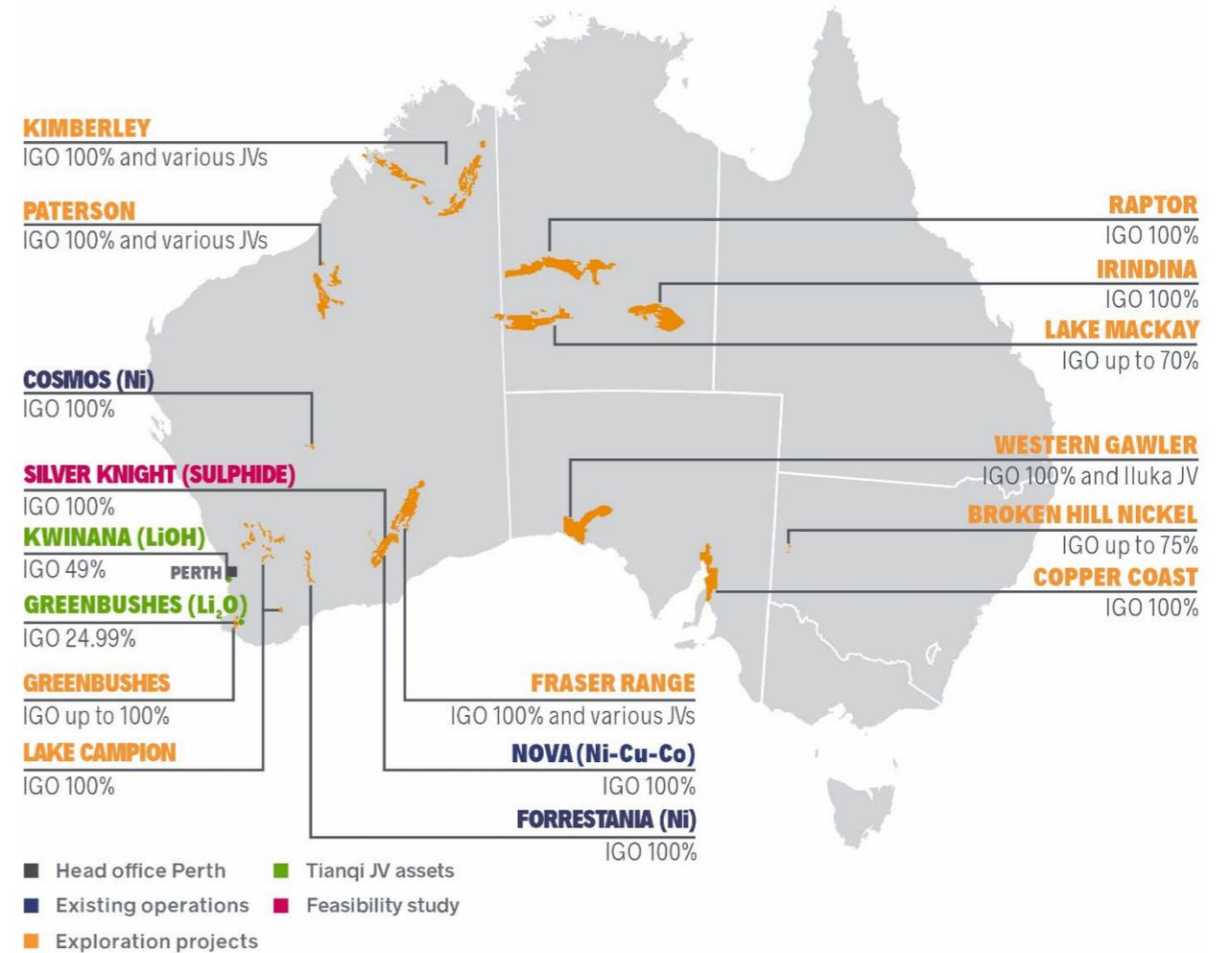
This is the IGO Difference.

Our Portfolio



Diverse, Australian based clean energy metals portfolio with a pipeline of growth

Upstream	Greenbushes Lithium Operation (Li) Nova Operation (Ni-Cu-Co) Forrestania Operation (Ni)
Downstream	Kwinana Lithium Hydroxide Refinery (LiOH) Study on PCAM Refinery (Ni, Mg, Co)
Growth	Cosmos Project (Ni) Greenbushes Expansions (Li) Kwinana Lithium Hydroxide Refinery (LiOH) Mt Goode Feasibility Study (Ni)
Exploration	Portfolio targeting nickel, copper, lithium and REE discovery (Ni, Cu, Co, Li, REE)





Our Approach to Sustainability

Our Sustainable Business

Responding to a complex ESG landscape



Our Sustainable Business

Strong progress made over FY23

Our People

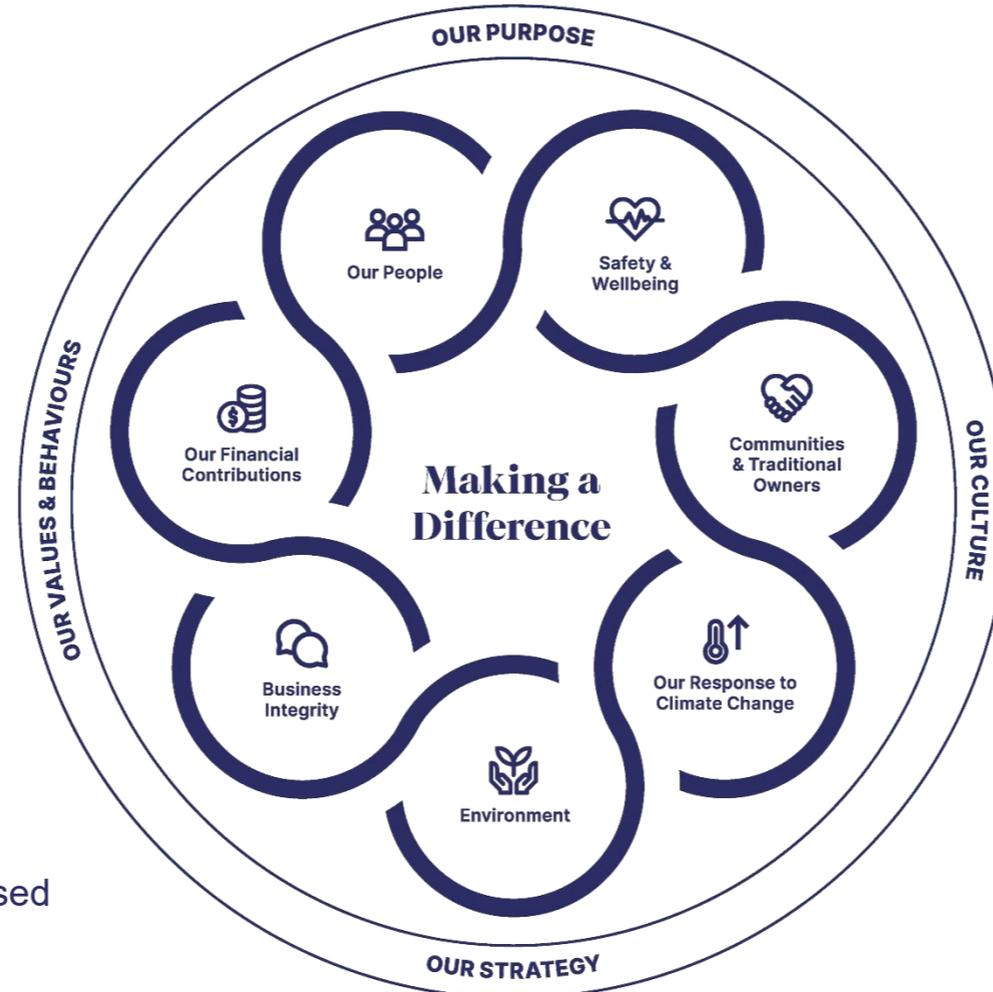
- Maintained strong employee engagement score
- Positive integration with new team members from Western Areas

Financial Contributions

- ~\$800k in Corporate Giving contributions for FY23
- Strong focus on local suppliers and services

Business Integrity

- Establishing risk and compliance frameworks aligned to Our Values
- Well-established assurance practices including IGO's Speak Up process
- FY22 Tax Transparency Report Released



Safety & Wellbeing

- Improvements in key lag metrics
- Continued focus on understanding and managing operational health and safety critical risks

Traditional Owners & Communities

- Progressed IGO's Innovate Reconciliation Action Plan (RAP)
- Continue to work in partnership with our host communities and Traditional Owners

Our Approach to Climate Change

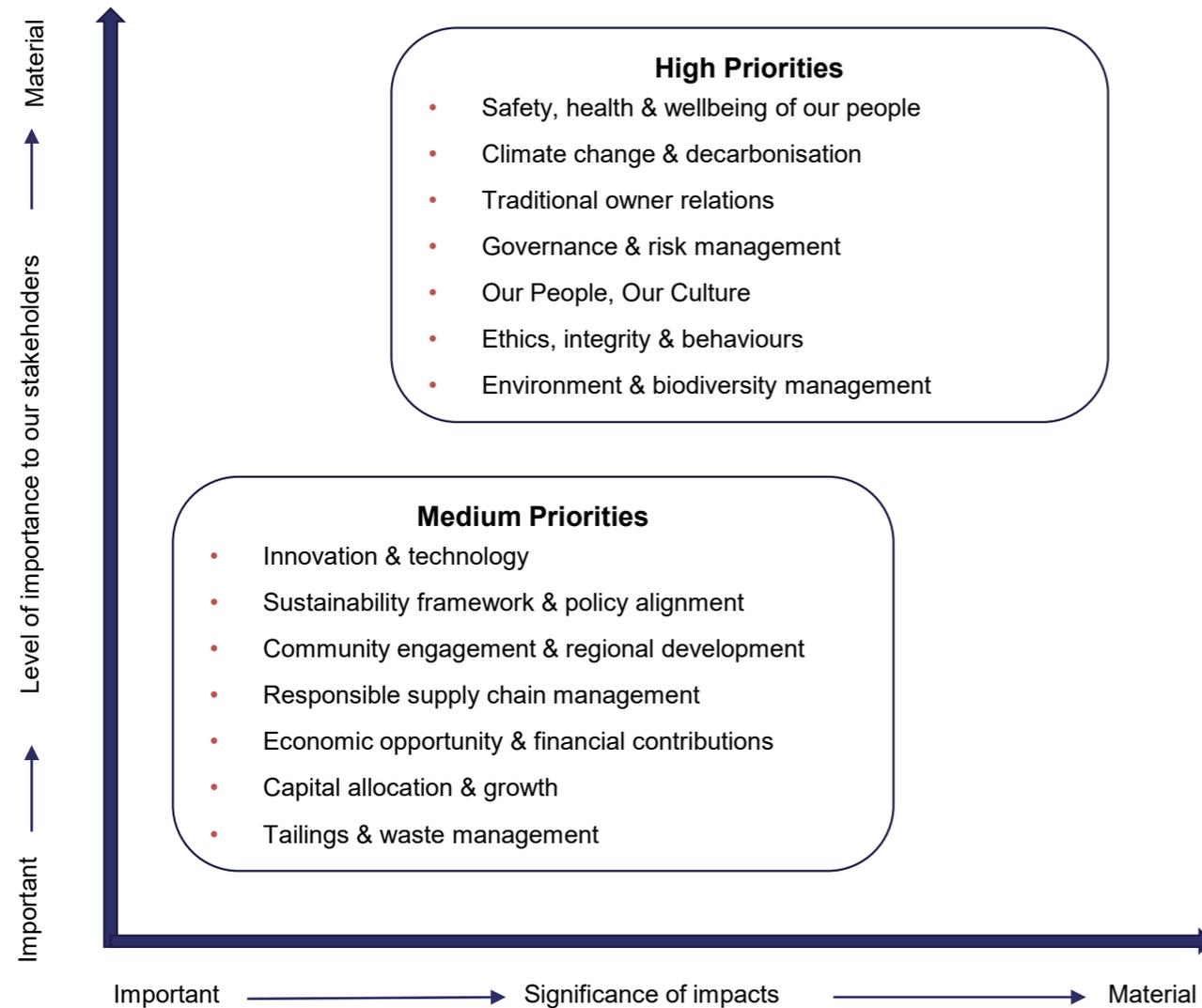
- Implemented new solar and battery capacity at Nova
- Access to decarbonisation funding through internal carbon pricing mechanism

Environment

- Multiple projects to support our expanding focus on biodiversity
- Water management improvement plan completed at Nova leading to significant bore water savings

Materiality Assessment

Continuing to review and update material risks to our business





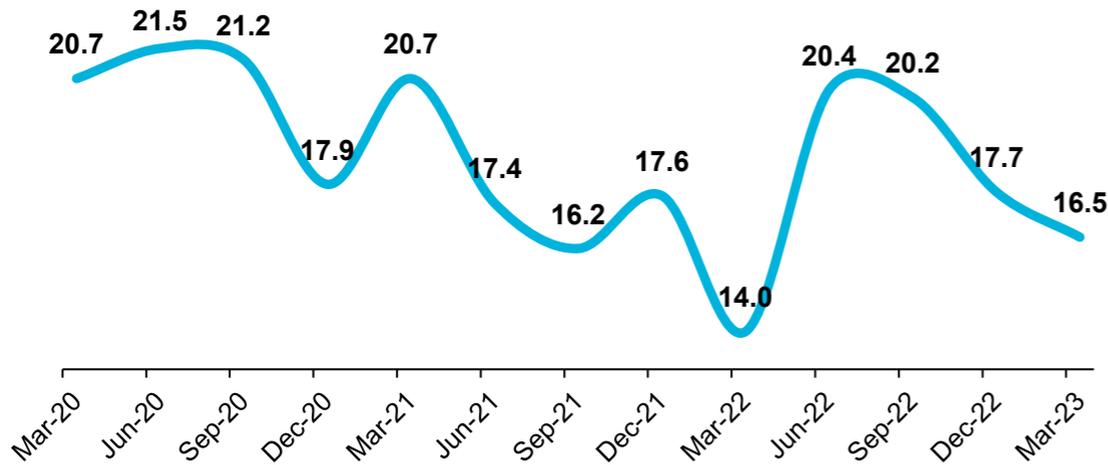
People and Community

Safety



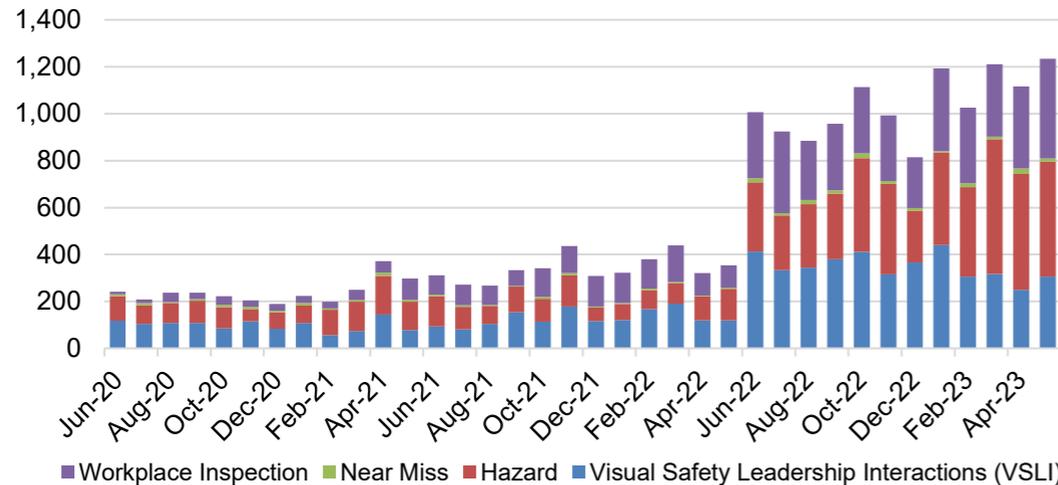
We are working hard to reduce harm to our people

TOTAL RECORDABLE INJURY FREQUENCY RATE (TRIFR)¹



Improvement in key lag indicators over FY23 has been encouraging

LEAD SAFETY INDICATORS



High focus on site critical risk workshops to manage key risks

Importantly – our people feel empowered to stop an unsafe job and believe workplace safety is critical to their role.

1. 12-month moving average calculated as the number of recordable injuries x 1,000,000 divided by the total number of hours worked. IGO reports recordable injuries (TRI) as the sum of Lost Time Injury (LTI), Medically Treated Injuries (MTI) and Restricted Work Injury (RWI) as required by Part 1.1 r.5 of the Work Health and Safety (Mines) Regulations 2022.

Employee Engagement

Recent survey results were positive and highlighted key areas of focus

FY23 Engagement Score: 76%

Encouraging results from the first employee engagement survey conducted since completion of WSA acquisition.

Social and Environmental Responsibility

92% believe IGO is a socially and environmentally responsible organisation.

Empowerment

89% of people feel they can choose how to best do their job.

Pride in being part of IGO

Remains strong and significantly higher than the external benchmark.



Diversity and Inclusion

Focus on building a culture of inclusion and belonging

Female representation on IGO Board **57%**

Female representation on Executive Team **75%**

Percentage of Aboriginal employment¹ **3%**

Working closely with our people at Cosmos and Forrestania to increase gender diversity



1. IGO Group employees (does not include contractors).

Remuneration and Reward

Structured to attract and retain the best people

Our remuneration and reward approach is designed to ensure competitive levels of salary and other benefits to attract and retain leading people in our industry.

IGO offers:

- bespoke learning and development programs
 - 12% superannuation
 - health insurance; and
 - 26 weeks paid parental leave.
-

Short Term and Long Term incentive plans include ESG metrics.



Aboriginal Engagement

Maximising opportunities for Traditional Owners to join IGO



Eight Ngadju trainees have participated in the IGO Ngadju Trainee Program at Nova since FY22.

Employment programs will be expanded and extended to Forrestania and Cosmos Traditional owner groups in FY24.

Support programs will be expanded to include an Aboriginal and Torres Strait Islander cross-cultural mentoring / buddy program for our employees in FY24.



IGO's Reconciliation Action Plan (2023 – 2025)



Innovate – Achieve a Vision for Reconciliation

IGO's Innovate RAP developed in consultation with Aboriginal and Torres Strait Islander representatives from across IGO's key operations and exploration projects.

Our vision for reconciliation is strong and deep relationships and engagement with our host Traditional Owner communities, where we recognise, respect, and promote Aboriginal and Torres Strait Islander cultural heritage and deliver meaningful social and economic opportunities.

IGO will broaden its engagement and support for Aboriginal and Torres Strait Islander peoples beyond native title agreements to a more holistic and beneficial impact across our operational footprint.

We acknowledge and support constitutional recognition of Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and the Uluru Statement from the Heart and the process of truth telling and healing that it seeks to achieve for First Nations peoples through a voice to Parliament.



**RECONCILIATION
ACTION PLAN**

INNOVATE

IGO Launch expected in 1Q24

Cultural Heritage Management



Proactive engagement with Traditional Owners prior to accessing land

Traditional Owner support and trust for IGO is central to the sustainability of IGO's exploration and mining business.

In Western Australia where the bulk of our exploration and mining activity is, the Aboriginal Cultural Heritage Act 2021 (ACHA) is in full operation from 1 July 2023. The focus of the ACHA is Traditional Owners protecting and managing their own cultural heritage.

Accessing land only by agreement with over 30 Traditional Owner groups on whose country IGO operates, is at the heart of IGO's land access approach.





Environment and Carbon Reduction

Climate Change



Aspiring to be net zero across all operations by 2035

Nova Decarbonisation Projects

- Second solar farm and battery storage system commissioned, allowing Nova to operate with 'engines-off' for extended periods¹.
- Trialling of sodium sulphur, vanadium redox flow battery storage systems.

Cosmos Decarbonisation Projects

Study underway into full electrification of Cosmos.

Offset Strategy

- Building portfolio of high quality ACCUs.
- Investigating project origination of IGO owned offset projects.

Internal Decarbonisation Fund

Decarbonisation fund launched and now receiving applications from within the business to co-fund green initiatives.



1. Engines off operations possible for up to 9 hours during summer daylight hours, subject to conditions.

Cosmos Project

Underground electrification case study



IGO has commenced a Prefeasibility Study for full underground electrification of Cosmos.

Comprehensive study to assess:

- Mine design and optimisation
 - Fleet selection
 - Operating philosophy
 - Systems
 - Cost modelling
 - ESG and safety impacts.
-

Important step toward decarbonisation of Cosmos Project.



Biodiversity

Operations coexisting in biodiverse hotspots



Nova and Forrestania operations are situated within the Great Western Woodlands, the largest relatively untouched temperate woodland left on earth.

Multiple programs underway:

- Feral animal control to protect native fauna
 - Fauna and flora monitoring programs, which are contributing to national studies and databases
 - Weed management practices to support native flora.
-

IGO is closely monitoring and intends to align disclosure against Taskforce on Nature-related Financial Disclosure (TNFD) framework.





Governance

Our Board



Diverse mix of skills, experience and backgrounds



MICHAEL NOSSAL
Non-Executive Chairman
People, Performance & Culture
Sustainability

Tenure: 2.5 years



IVAN VELLA
Managing Director & Chief
Executive Officer

*Commencing with IGO
during December 2023*



TRACE ARLAUD
Non-Executive Director
Nomination & Governance
Sustainability

Tenure: 10 months



DEBRA BAKKER
Non-Executive Director
People, Performance &
Culture (Chair)
Audit & Risk

Tenure: 7.5 years



SAMANTHA HOGG
Non-Executive Director
Audit & Risk (Chair)

Tenure: 5.5 months



JUSTIN OSBORNE
Non-Executive Director
Nomination & Governance (Chair)
People, Performance & Culture

Tenure: 9 months



KEITH SPENCE
Non-Executive Director
Audit & Risk
Nomination & Governance
Sustainability (Chair)

Tenure: 9.5 years



XIAOPING YANG
Non-Executive Director
Audit & Risk
Sustainability

Tenure: 2.5 years

Risk Management

Committed to effectively mitigating economic, ESG risks and compliance obligations

Our Risk and Compliance Strategy is Defined by our Values

IGO's values reflect the desired behaviours and approach for developing, implementing, and maintaining fit-for-purpose Enterprise Risk Management (ERM) and Compliance Frameworks



Be Better Together

Everyone has a role to play in the management of risk. Our 'Three Lines Model' approach to risk management provides the structure to empower our front-line personnel to manage risk.

How will this alignment be reflected in our Strategy?

- ERM and Compliance Framework documentation – Policy, Standard and Procedure
- Clearly defined roles and responsibilities
- Assignment of Risk and Control ownership
- Clearly defined accountabilities for compliance management



Ignite the Spark

Our risk and compliance mantra is to "Be Curious". We encourage our Risk and Control Owners to seek out information, to be curious about the 'red' and explore the 'green'. We challenge what is possible in the management of our risks.

- Acquire and implement a Governance Risk and Compliance (GRC) system
- Enhancement of our risk and compliance reporting capabilities
- Refresh of the Risk Deep Dive process



See Beyond

Are the actions we undertake today, really going to improve our risk management defences, and ensure we remain compliant with relevant obligations? Are we confident that we are managing risks within our desired levels of appetite?

- Refresh of our Risk Appetite Framework
- Establishment of metrics to measure our performance against our desired levels of risk appetite



Run Through the Sprinklers

Good risk and compliance management practices ensure the health, safety and well-being of our people are protected. It promotes conversation amongst our colleagues, building relationships and trust as we seek to understand our risks in more depth and with greater clarity.

- Establishment of an internal communication network for analysing key risk trends
- Development of standardised Risk and Control Libraries
- Development of mandatory risk and compliance training modules



Never Stand Still

Good risk management is about reducing the potential for adverse outcomes and maximising the potential to realise opportunity. Our risk appetite framework clearly outlines where we are willing to take risk to explore opportunities for growth, and where we need to ensure that our defences remain robust.

- Risk management embedded within decision making and aligned to our Risk Appetite
- Regular environmental scanning exercises to identify changes in the external environment (including regulatory changes)



Summary

Summary

IGO has a dedicated focus on ESG performance



Continue to deeply integrate sustainability into our business.

Committed to remaining a leader in sustainability performance and reporting.

Alert to emerging issues, trends and demands from our stakeholders.

Maintaining high standards of governance and risk management.





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 generations to come. Our people 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 products 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? Developments in battery storage technology are enabling the full potential of renewable energy to be realised, by allowing energy 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 products needed for tomorrow's battery systems, we are making it happen.

We are the IGO Difference.