Sustainability Report

2024

Incitec Pivot Limited

INNOVATION ON THE GROUND

DYNO NOBEL

Incitec Pivot Fertilisers

We acknowledge the Traditional Owners of the lands upon which we operate and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past and present.

ABOUT THIS REPORT

Incitec Pivot Limited (IPL) has a produced a stand-alone Sustainability Report, reporting against the Global Reporting Initiative (GRI) Guidelines, each year since 2010. We also report on topics material to the sustainability of our businesses in our Annual Reports and Climate Change Reports, the latest of which were released concurrently with this report.

This 2024 Sustainability Report was published in November 2024 and covers IPL's financial reporting period from 1 October 2023 to 30 September 2024. This report provides information on the environmental, social and governance (ESG) risks and opportunities deemed to be material to IPL's value generation over the long term, and to the environment and communities the business interacts with globally. This report aims to demonstrate to stakeholders how we integrate our management of these risks and opportunities into our overall business strategy to ensure IPL operates sustainably.

The content refers to the performance of IPL and its subsidiaries and the activities over which we had operational control for all or part of the IPL 2024 financial year. This period is referred to throughout the report as '2024'. The online version of this report is interactive. The report has been prepared in accordance with the latest GRI Standards and with reference to the International Sustainability Standards Board (ISSB) Standards. For GRI alignment and more detailed information, including ESG data as requested by the GRI, Sustainability Accounting Standards Board (SASB) and Bloomberg Gender Equality Index (GEI) frameworks, please see our **2024 GRI Index and Data Supplement**.

BENCHMARKING OUR PERFORMANCE

As part of our commitment to transparency, since 2010 IPL has been included in the S&P Global CSA (formerly the Dow Jones Sustainability Index, DJSI), which is widely recognised as the leading reference point in sustainable investment. By benchmarking our performance against peers in the global Chemicals sector, we can gain insight into areas for improvement, and provide investors and other stakeholders with an objective measure of our ESG risk management and business practices.

Dimension	2019	2020	2021	2022	2023	2024
Economic	72	78	81	78	71	66
Environmental	73	71	69	72	61	56
Social	60	58	65	69	64	61
Total for IPL	**64**	**69**	**72**	**73**	**65**	**60**
Chemicals sector average	47	36	30	26	23	29

In 2024, IPL marked its eleventh consecutive year as a constituent of the FTSE4Good Index Series. Companies in the FTSE4Good Index Series have been assessed against stringent ESG criteria. IPL has also been a voluntary CDP (formerly Climate Change Disclosure Project) Climate Change Reporter since 2009, and a CDP Water Security Reporter since 2014. Other indices and memberships IPL participates in are shown below.

DJSI Member since 2010

Member since 2015

Member since 2014

Member since 2019

CDP Climate Change Reporter since 2009
CDP Water Security Reporter since 2014

LINKS TO 2024 REPORTING

The following reports are available on IPL's website.

2024 Annual Report

2024 Climate Change Report

2024 IPL Corporate Governance Statement

IPL Modern Slavery Statements

2024 GRI Index and Data Supplement

IPF TNFD Assessment

This document is interactive.

Click any heading in the navigation bar at the top of every left-hand page of this report to be taken to that section.

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Who we are

IPL's two businesses, Dyno Nobel and Incitec Pivot Fertilisers (IPF), are recognised leaders in supplying the mining, construction and agricultural sectors.

Dyno Nobel and IPF, with almost 60 manufacturing facilities and joint ventures, serve customers across six continents, including Australia, North America, Europe, Asia, South America and Africa.

Our products and services are vital to providing food for the world's growing population, along with the raw materials required to shape our cities and create renewable energy infrastructure critical to a decarbonised future.

At IPL we aim to continue to provide products and services which help unlock the world's natural resources while reducing our environmental footprint, and that of our customers, as we work towards a long-term Net Zero future.

Our Values

Our values have been developed by our people and endorsed by the IPL Executive Team. In guiding our attitudes, decisions and actions every day, they are brought to life throughout our global workforce. These values are set out below.

Chief Executive Officer & Managing Director Report

This year has been a year of new direction, for both our Company and for the global sustainability reporting landscape. As we announce our ambition to make Dyno Nobel the leading global player in explosives, we have also seen the international adoption of a new sustainability reporting framework, the International Financial Reporting Standards (IFRS) S1 and S2, which recognise that long-term financial value creation requires sustainable business practices.

I am excited to have the privilege of leading Dyno Nobel in its journey of transformation and, as part of this, to bring you IPL's 2024 Sustainability Report, which marks our transition to these new reporting standards.

Our business transformation program is about increasing profitability through greater efficiencies, eliminating waste and fostering innovation to create sustainable returns. We're in the business of creating value, and that means customer solutions that address much more than the financial bottom line. As the IFRS Standards now formally recognise, we know that sustainability-related risks and opportunities can not only impact on people, communities and the environment, but can also impact our financial bottom line and that of our customers.

While we are committed to separating Incitec Pivot Fertilisers (IPF) over the next 6 to 12 months, we are also committed to actively improving the IPF business while we hold it, and our work during 2024 has focused on building each of our businesses to thrive for the long term.

For this reason, during 2024 we conducted a full double materiality assessment for both Dyno Nobel and IPF to identify the risks and opportunities most material to our stakeholders and to the financial sustainability of each of our businesses. This assessment of both 'financial impact' and 'stakeholder impact' materiality provided us with a strategic perspective on how to ensure the sustainable growth of each business, and focused on identifying material sustainability-related risks and opportunities, in line with IFRS S1. The assessment resulted in the identification of six Sustainability Focus Areas that form the sections of this report, inform the value creation models presented for each of our businesses, and will guide our sustainability strategy for the next three years.

It goes without saying that caring for our people and the environment remain fundamental values for our teams. Safety is at the core of everything we do, and our Zero Harm ambition is focused on ensuring the safety of our people, the environment and the communities in which we operate. Our Gibson Island manufacturing site set an inspirational example of how to achieve outstanding workplace health and safety during this year of change, delivering the closure and decommissioning of the facility with zero reportable incidents and receiving the 2024 Chemistry Australia Award for Workplace Health and Safety.

However, IPL's TRIFR performance in 2024 was not at the level we aim to achieve and, tragically, a valued employee lost her life in a road incident during the year. This serves as a sobering reminder that while our overall performance on health and safety remains strong, we must continue our unrelenting focus on Zero Harm.

It is through a safe, engaged, capable and committed workforce that IPL's businesses will continue to generate value over the long term. In 2024, we implemented a reviewed People Strategy which included an operating model review designed to support our updated business strategy. We are investing in building and maintaining a safe, inclusive and high-performance culture, and made progress against our targets this year to increase female representation in our global workforce.

The communities we work in are important to our success and our sites participate in a wide range of community engagement activities across our global business. Significantly, in Indonesia, our employees were able to assist colleagues, who lost their homes in a fire, with immediate help. The rebuilding of several homes was also made possible through a global employee fundraising initiative.

In Australia, a key community responsibility is to contribute to national reconciliation efforts. This year we completed a new two-year Reconciliation Action Plan (RAP). Our RAPs reinforce our commitment to build trust, to listen, and to respect and celebrate Australian First Nations voices, culture and history.

In line with this, our employees at Phosphate Hill assisted the Yulluna People in identifying artefacts across 1,100 hectares in the largest cultural survey conducted at the site to date. We also met our target of 3% First Nations employees in Australia.

Climate change remains a material and strategic issue, and we continue to make progress on our Net Zero Pathway. During the year, our $20m Moranbah Tertiary N_2O Abatement project was completed, and a similar project was approved for installation in 2025 at Louisiana, Missouri. Together, these projects will abate more than 700,000 tonnes of GHG annually, underpinning both our short- and medium-term GHG reduction targets. We also updated our future climate-related scenarios and risk assessments this year, and prepared for reporting and auditing under the new mandatory ASRS requirements based on IFRS S2.
For more details, see our 2024 Climate Change Report.

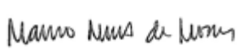
We know that we only win when we create value for our customers, and that true value creation meets the triple bottom line of people, planet and profit for sustainable outcomes. Our Drill to Mill case study demonstrates just one example of this, delivering improved safety and energy use, reduced GHG and $58.1 million in added value. Dyno Nobel's reputation for safety and reliability is unmatched and our long-term partnerships with some of the leading global mining houses enable continuous collaboration, ensuring that we evolve with their needs and can follow them into new jurisdictions. This gives us a unique advantage as we manage an orderly transition away from thermal coal markets into growing metals, and quarry and construction markets.

We are proud to have designed and built our first electric MPU, a heavy vehicle which delivers explosives to boreholes on customer mine sites, and which has its own solar charging station. We continue to test and develop renewable fuels and biofuels, and our DeltaE technology reduces energy use, GHG, NOx, and dust – reducing impacts on the environment and communities – while improving our customers' productivity.

Through IPF's Enhanced Efficiency Fertiliser (EEF) range, soil and plant testing services and precision agriculture technologies, farming customers are encouraged to use only what's needed, to use it where it is needed, and to use it efficiently. This reduces nutrient losses to the environment and increases up-take by crops, maximising the productivity of our agricultural customers and reducing their environmental impact. EEFs are available to growers today to help them maximise yields while reducing the GHG emissions associated with nitrogen fertiliser use, in one instance by up to 76%[1].

To set IPF up for further success, the initial 'LEAP' (Locate, Evaluate, Assess, Prepare) assessment for IPF completed in 2023 is released as a supplement to this report. It identifies nature-related risks and opportunities for IPF, as recommended by the Taskforce on Nature-related Financial Disclosures (TNFD) and demonstrates that these risks and opportunities are already being managed by the business.

Thank you for your interest in our 2024 Sustainability Report. We welcome your feedback as we continue our journey of transformation.



Mauro Neves
IPL Chief Executive Officer and Managing Director

1. Meng, Y., et al (2021) Geoderma, Nitrification inhibitors reduce nitrogen losses and improve soil health in a subtropical pastureland (388) at https://www.sciencedirect.com/science/article/abs/pii/S0016706121000215

Our Approach to Sustainability

Our materiality assessment

In 2024, IPL conducted a full double materiality assessment to identify the risks and opportunities most material to our stakeholders and the sustainability of our businesses. IPL engaged an expert third party to conduct this assessment, in alignment with leading global sustainability reporting standards.

The global regulatory and compliance environment for sustainability is changing. In 2023 the ISSB released its inaugural sustainability standards known as IFRS S1 and S2. These standards are being progressively adopted across many jurisdictions. The new Australian sustainability reporting standards will include a mandatory climate reporting regime (AASB 2) based on IFRS S2, that will come into force from 2025. IFRS S1 applies for broader sustainability reporting as of 2024 and includes recommendations for disclosures on risks and opportunities that can impact the financial sustainability of companies, as well as those which can impact on stakeholders external to IPL, such as people, communities and the environment. It is expected that, from 2025, IFRS S1 will be reflected in the voluntary component (AASB 1) of Australia's sustainability standards, and will also be progressively adopted by regulators globally.

In order to align with these new standards, and in view of the fast-changing competitive and regulatory global environment, we conducted a full double materiality assessment in line with both GRI and ISSB Standards in 2024.

A double materiality assessment is designed to identify sustainability-related risks and opportunities that could impact on an organisation's financial position, as well as those with the potential to have an impact outside of the company – that is, impacts on communities, the environment, or other stakeholders. IPL's double materiality assessment process also supports adherence to the new mandatory Australian Sustainability Reporting Standards (ASRS) which are also modelled on both IFRS S1 and S2.

This assessment of both 'financial impact' and 'stakeholder impact' materiality provides us with a strategic perspective on how to ensure the sustainable growth of our businesses.

The assessment began with the identification and rigorous review of global megatrends shaping IPL's external operating environment. A megatrend is a powerful force that impacts businesses, economies, industries and nations, driving transformative economic and social change. Drawing on research of the industries and markets IPL operates in globally, 10 megatrends were identified as being of highest strategic relevance to IPL in the medium to long term. These are shown in the diagram on the following page.

To assess the potential significance of these megatrends to IPL's current and future prospects, interviews were held with 41 expert stakeholders, including IPL senior executives representing our global business units and external stakeholders with deep knowledge of our business, including customers and investors.

Across interviewees there was a keen awareness of the rapidly changing external environment, and the challenges for IPL in managing climate-related risks and opportunities.

This interview process was complemented by a thorough review of IPL's business strategy and risk management approach, and an analysis of its industries and markets. In addition, financial and stakeholder impact risks and opportunities were derived from the use of the SASB standards Materiality Finder tool.

After internal and external interviews were conducted, all of IPL's sustainability-related risks and opportunities were evaluated for their potential financial impacts in the short, medium and long term. As per IFRS S1 and S2 guidance, IPL's stakeholder impacts were also evaluated, in line with GRI guidance.

This process resulted in the identification of over 100 sustainability-related impacts, risks and opportunities. These were then subjected to a rigorous evaluation for financial and impact materiality using IPL's Risk Matrix. The resulting material financial and impact risks and opportunities were grouped into overarching sustainability priorities aligned to the SASB and GRI standards.

These sustainability priorities were reviewed by IPL's Executive Team to ensure they reflect the nature of our business and global trends. Following this verification process, six sustainability focus areas were identified as material for IPL. These are broadly similar to those identified in IPL's previous full double materiality assessment, conducted in 2021. However, some were identified with greater specificity: supply chain resilience and transparency, due diligence on human rights, and respectful engagement with Indigenous communities emerged more specifically as material social topics for both Dyno Nobel and IPF. Innovation in low-carbon technologies and products that address environmental impacts were opportunities that were also identified more prescriptively in this year's assessment.

These six sustainability focus areas have been aligned with IPL's Value Creation Model, providing a clear understanding of how we create value and for whom. As in 2023, this 2024 report presents separate Value Creation Models for our explosives and fertiliser businesses. These can be found on pages 58 and 82.

INCITEC PIVOT LIMITED MATERIALITY ASSESSMENT

Our double materiality assessment

MEGATRENDS IMPACTING IPL

Organisational resilience
Focus on supply chain resilience and transparency

Increasing geopolitical instability

Climate-nature nexus
Growing pressure for climate action

Growing awareness of natural capital

Social and demographic
Changing global demand

Increasing societal expectations

Evolving nature of work

Market disruption
Focus on circular economy

Technological revolution

More sustainable agricultural practices

INPUTS

Internal sources — IPL's strategic documentation, including risk register

Stakeholder interviews — 13 stakeholder interviews

External research — Research on relevant megatrends affecting IPL

International standards — Best practice reporting for IFRS (SASB and GRI)

IFRS Foundation — SASB Materiality Finder

DOUBLE MATERIALITY

Financial risks and opportunities
Sustainability-related risks or opportunities which may reasonably be expected to affect the business' cash flows, access to finance or cost of capital in the short, medium and long term.

Stakeholder impact risks and opportunities
Those risks and opportunities through which IPL may have significant positive or negative impacts on people, the environment and the economy. These affect the business' contribution to sustainable development and shared value creation.

OUR IDENTIFIED SUSTAINABILITY RELATED RISKS AND OPPORTUNITIES

Risks and opportunities which may impact IPL financially
- Risks of breaches of ethics policies, human rights and/or cyber security
- Risk of incident that results in injury, illness, psychosocial harm or fatality
- Risk of loss of experience and skills with ageing workforce, disengaged employees or difficulty in recruiting and retaining diverse talent for a high-performing workforce
- Risk of loss of social licence to operate due to lack of community engagement
- Risk of financial penalties due to accidental release of nutrients or hazardous chemicals to air, soil and water
- Financial risks and opportunities associated with climate change
- Financial opportunity associated with building a diverse and high-performing workforce
- Opportunity to engage and motivate employees for greater productivity through engaging with local communities for positive social and environmental outcomes
- Opportunity to increase market share through products and services that improve our customers' safety, productivity and environmental sustainability

Risks and opportunities which may impact IPL's stakeholders
- Risk of impacts on people from breaches of cyber security at IPL or in IPL's supply chain
- Risk of impacts on employees or contractors from a safety incident
- Risk of adverse impacts on employees and candidates from discrimination
- Risk of adverse impacts on First Nations people, communities and/or sites of cultural significance from IPL's operations or employee actions
- Risk of adverse impacts on communities and the environment from pollution, accidental release or safety incident
- Environmental and social impacts from IPL's GHG contribution to climate change
- Opportunity to address potential human rights impacts on people in our supply chain
- Opportunity for positive impacts on people and communities through promoting Reconciliation in Australia
- Opportunity for positive social impacts on employees and communities from engagement plans based on local communities' needs
- Opportunity to reduce both IPL's and customers' environmental impacts through risk management and product design

GROUPED INTO 6 SUSTAINABILITY PRIORITIES

Ensuring ethical conduct and business practices

Safe, inclusive and high performance culture

Relationships with communities that build trust and resilience

Transitioning towards Net Zero

Reducing our environmental impact

Partnering with customers and suppliers

INCITEC PIVOT LIMITED MATERIALITY ASSESSMENT

Our Governance

IPL is committed to operating in accordance with the highest standards of corporate governance. The Board sees this as essential to IPL's continued growth, sustainability, success, and the achievement of our corporate ambition and strategy.

Our corporate governance framework and practices have been developed in accordance with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th edition) (ASX Recommendations). The Board continues to review them to ensure they meet the interests of shareholders and stakeholders' expectations of the Company as a responsible corporate entity. IPL's corporate governance framework and practices are discussed in greater detail in **IPL's 2024 Corporate Governance Statement**. Further information regarding IPL's governance is also available in **IPL's 2024 Annual Report** and on the Corporate Governance section of the IPL website.

Ensuring the sustainability of our businesses

Our commitment to operating sustainably is integrated into our operations and governance structures at all levels of the Company. The Board is responsible for approving IPL's Code of Conduct and corporate values, and for monitoring IPL's corporate culture. This includes a commitment to protect the lives, rights and dignity of all our employees, and to respect the wellbeing of communities and the environment wherever we operate.

In respect of sustainability, the Board is assisted in its duties by a number of key governance bodies. The Board's **Health, Safety, Environment and Community (HSEC)** Committee assists the Board in its oversight of health, safety and environmental matters as they may affect employees, contractors, the environment and the local communities in which we operate. The HSEC Committee is also responsible for monitoring health, safety and environmental risks that may affect the business. The HSEC Committee meets at least four times a year. It is chaired by an independent Director, and all of its members are also independent Directors, except for the CEO & MD.

The Board's **Audit and Risk Management Committee (ARMC)** assists the Board in its review of financial reporting principles and policies, risk management and internal audit. It works closely with the HSEC Committee to ensure health, safety and environmental risks are managed pursuant to IPL's Risk Management Framework. The ARMC periodically reviews IPL's ESG risks, controls and management strategies, and targets. It also provides oversight of the effectiveness of our Information Security Framework.

The ARMC meets at least four times a year. It is chaired by an independent Director, and all of its members are also independent Directors. The Chief Information Officer, who reported to the Chief Financial Officer (CFO) during 2024, works with the Executive Leadership Team to implement the Information Security Framework to ensure effective controls and procedures are in place to protect our global information network.

The Board's **People and Remuneration Committee (PRC),** formerly Remuneration Committee, provides oversight and advice in relation to the determination of remuneration policy and its application for senior executives, performance evaluation, the adoption of incentive plans, and various governance responsibilities related to remuneration. The Board approved the revised name and Charter of the PRC on 22 March 2024, expanding its remit to include advising the Board on measurable diversity, equity and inclusion (DEI) objectives and progress in achieving such objectives, organisational culture and employee engagement. The PRC meets at least four times a year. It is chaired by an independent Director, and all of its members are also independent Directors.

The Board has linked delivery of certain aspects of its Sustainability Strategy, including the management of ESG risks relating to safety, climate change and the development of customer technology solutions for sustainable outcomes, to Executive Key Management Personnel (KMP) remuneration outcomes since 2015.

For 2024, key performance indicators (KPIs) for sustainability were included in executive remuneration. For more detailed information please refer to the Remuneration Report in the **2024 IPL Annual Report**.

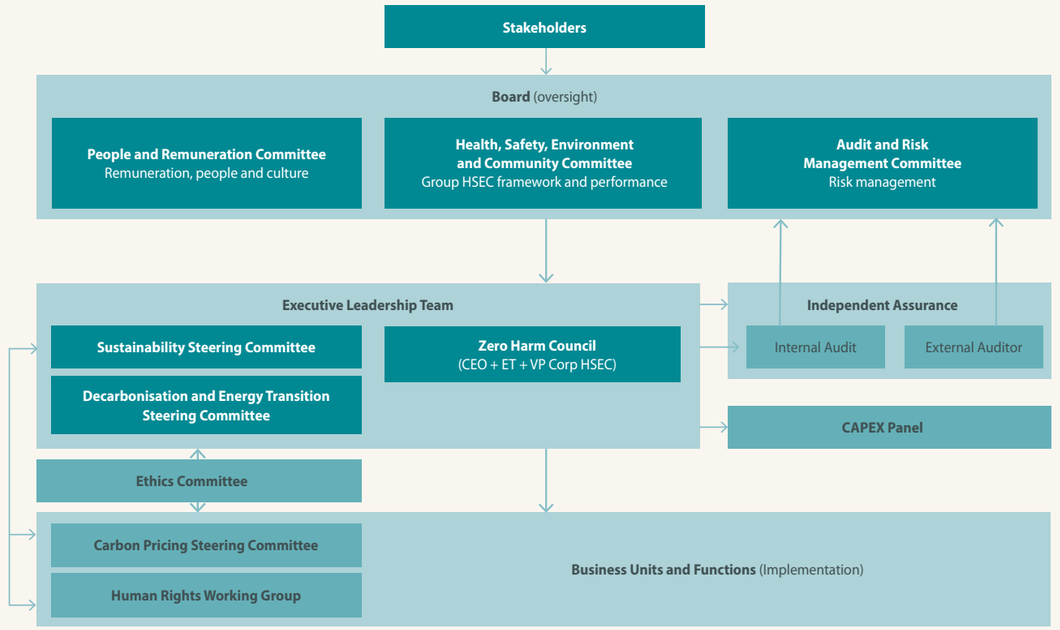
IPL's Executive Leadership Team reports to the Board and is accountable for managing sustainability-related risks and opportunities, including those relating to climate change. In this it is supported by a number of committees as outlined below.

The **Sustainability Steering Committee (SSC)** is chaired by the CEO & MD and comprises all Executive Leadership Team members, as well as the Corporate Sustainability Manager, who acts as an advisor across corporate functions and business units. The SSC was absorbed into the Executive Leadership Team in 2024 and meets twice a year. This ensures Executive Leadership Team oversight of the integration of sustainability-related issues, risks and opportunities into IPL's corporate strategy and the business strategies of its business units.

The SSC is also responsible for driving change across our business, monitoring our performance on key sustainability metrics, and exploring trends and opportunities for improvement. During 2024 the SSC included the following roles to embed sustainable practices into our six key strategic drivers and throughout the business:

- The Chief Development and Sustainability Officer (CDSO), responsible for overall integration of sustainability into business strategy.
- The Chief Financial Officer (CFO), responsible for guiding Profitable Growth, shareholder returns, capital allocation, community giving budgets (as per the IPL Community Giving Framework), information technology and risk management.
- The Chief Health, Safety and Environment and Operations Excellence Officer (CHSEOEO), responsible for Zero Harm and Manufacturing Excellence, including reducing the impacts of our operations on our people, the environment and local communities, and meeting regulatory requirements regarding these, via the Health, Safety, Environment and Community Management System (HSECMS).

IPL's governance of sustainability related risks and opportunities



- The Chief Technology Officer, responsible for developing Leading Technology Solutions to support sustainable products and services.
- The Chief People Officer, responsible for IPL's Talented and Engaged People strategic driver, thereby building on our safe, inclusive and high performance culture.
- Business Unit Presidents, responsible for building strategic partnerships with customers for innovative, sustainable Customer Focused solutions and sustainable supply chains.
- The Corporate Sustainability Manager, who is also a member of the Decarbonisation and Energy Transition Committee and the Carbon Pricing Steering Committee, supporting alignment across the three groups.

IPL's **Decarbonisation and Energy Transition Steering Committee (DETSC)** is also chaired by the CEO & MD and comprises all members of our Executive Leadership Team, and key members of the CDSO's team. The DETSC is primarily responsible for implementing our Net Zero Transition Pathway and strategically managing business risks and opportunities relating to climate change, which are set out in IPL's Climate Change Reports. IPL adopted a Climate Change Policy in 2019 that integrates its approach to managing the risks, opportunities and impacts associated with climate change into the business' six strategic drivers. The Board has oversight of climate change strategy, performance and governance responsibilities. For more information on our management of climate change-related risks and opportunities please refer our **2024 Climate Change Report**.

The **Zero Harm Council** is responsible for overseeing the execution of our Zero Harm strategy, which extends beyond our operations to the environment and the communities in which we operate. The Zero Harm Council reviews health, safety and environmental risks across the business, and endorses IPL's HSEC Management System which contains our HSEC Standards. The Council is chaired by the CEO & MD and includes all members of IPL's Executive Team, and the Vice President Corporate Health, Safety and Environment.

The **Ethics Committee** is chaired by IPL's Chief Legal and Corporate Affairs Officer, who is an Executive Leadership Team member, and comprises the Company Secretary, Chief People Officer, Chief Risk and Insurance Officer, Group Senior Risk Manager and others by invitation. The Ethics Committee's role is to ensure:

- ethical policies and practices are implemented as a standardised practice;
- changes to policies or standards related to ethical behaviour are discussed and implemented;
- appropriate procedures are in place to monitor and report on compliance with these standards; and
- training needs and materials with respect to ethical standards and behaviour are regularly reviewed.

In 2022 a **Human Rights Working Group (HRWG)** was established to provide oversight, advice and direction on human rights, including modern slavery. The HRWG is a senior level cross-functional body sponsored by the CDSO. The HRWG is developing a framework that will identify and manage human rights risks in IPL's operations and supply chains, in compliance with legislative and regulatory requirements. A copy of IPL's Modern Slavery Policy and Human Rights Policy can be found on the Corporate Governance section of IPL's website.

IPL key operational figures

5,672
employees worldwide

>1,500 million
tonnes resources unlocked using our products

3.1%
First Nations Australians in our Australian workforce

6
operations across six continents

2.7 million
tonnes fertiliser sold

1.4 million
tonnes ammonium nitrate produced

Key governance documents

To ensure we operate to the highest standards of ethical behaviour and integrity, with full regard for the safety and health of employees, customers, the wider community and the environment, we have clear policies that outline our commitment and expectations. These include:

- Our **Risk Management Framework** and Group Risk Policy (AS/NZS ISO 31000:2018), which sets and controls our risk appetite and approach, and monitors our effectiveness in building a strong organisational risk culture. This document suite is available online to all employees and is supported by comprehensive online training.
- Our **Code of Conduct**, which contains principles and standards of conduct based on the Company's values and articulates our commitment to uphold ethical business practices and meet applicable legal requirements.
- Our **Health, Safety, Environment and Community Management System** articulates accountabilities, processes, controls and procedures to deliver on our commitment to 'Zero Harm for Everyone, Everywhere' and 'Caring for the Community and our Environment'.
- Our **Refusal to Work Policy** which articulates IPL's support for employees to cease work where they have concerns that actions about to be taken may pose potential risks to workers, communities, sites of cultural significance for First Nations Australians or the environment. Employees may refuse to work until the matter is reported internally and appropriate assessments have been completed.
- Our **Anti-Bribery Policy**, which demonstrates IPL's commitment to upholding ethical business practices and meeting applicable legal requirements. It sets out IPL's policy on prevention and on-going monitoring of bribery and corruption conduct within IPL and its supply chain, and the key anti-bribery and corruption controls it has adopted.
- Our **Sanctions Policy** which complies with international sanctions laws. We have rigorous procedures in place to ensure we do not conduct business with companies if we are not confident of the product's country of origin. We regularly conduct face to face training on sanctions and anti-bribery and corruption.

Other policies that articulate IPL's commitment to sustainability include:

- Our **Anti-Discrimination and Harassment Policy**, which outlines IPL's commitment to an environment free of discrimination and harassment, where every employee is treated fairly and with respect.
- **Our Climate Change Policy**, which articulates IPL's position on the existence of climate change, and identifies our role in meeting the challenge of climate change.
- Our **Diversity Policy**, which outlines our vision to be an inclusive and accessible organisation, and to develop a culture that embraces diversity.
- Our **Human Rights Policy**, which sets out our commitment to respect and support the dignity, wellbeing and human rights of employees and members of the communities in which IPL operates.
- Our **Modern Slavery Policy** which sets out IPL's support for the eradication of modern slavery and commitment to take steps to identify, assess and address modern slavery risks in its operations. These steps are outlined in our **Modern Slavery Statements**.
- Our **Supplier Code of Conduct**, which commits IPL to ensuring its supplier partnerships reflect its values and legal and regulatory commitments, and its desire to engage suppliers who share the same values.
- Our **Sustainable Communities Policy**, which outlines our commitment to partner with communities, including Indigenous communities, through respectful engagement and contribution to their social and economic development.
- Our **Tax Transparency Reports** which outline our Board-approved strategy in relation to tax and reflect IPL's ongoing commitment to tax transparency.
- Our **Whistleblower Protection Policy**, which documents our Whistleblower system, including a confidential service administered by a third party and available for use by all employees as well as external third parties. The IPL Global Whistleblower Protection Policy is available on the IPL website; as is the IPL **Australian Whistleblower Policy**.

Find out more about these key sustainability-related policies at our '**Sustainability in Action**' page on the IPL website.

Our systems and processes for managing sustainability-related risks and opportunities

We aim to integrate the management of material risks and opportunities related to the sustainability of our businesses into our day-to-day operations, and into governance structures at all levels of the Company.

Risks and opportunities that may potentially impact the sustainability of IPL, our people, our communities or the environment are integrated into our Group-wide risk management processes and strategy, under the ultimate oversight of the Board. In this way, sustainability considerations are built into decisions relating to business strategy, major investments and capital expenditures, people decisions and the development of our internal policies, processes and products, with safety as our highest sustainability priority.

IPL's Risk Management Framework and Policy

IPL's Risk Management Framework and Group Risk Policy are based on the principles and guidelines set out in AS/NZS ISO 31000:2018, and set and control our risk appetite and approach. Through these, we monitor our effectiveness in building a strong organisational risk culture.

IPL's Risk Management Framework requires the identification and management of risks to be embedded in business activities. For risks that could impact on the sustainability of our financial returns or on people, communities or the environment, IPL's business units are empowered to identify, assess, prioritise and monitor risks, using common methodologies and risk controls that are designed and implemented with regard to IPL's overall corporate strategy.

- Once identified, risks are assigned an owner, or accountable individual, who operates in the business area relevant to the management of the risk.
- The Risk Management Framework supports these risk owners with the most appropriate techniques to determine the risk's potential consequences and likelihood, and to prioritise them. Our Risk Management Framework assesses risks against consequence categories that include health and safety, environmental, reputational and financial impacts. These are assessed on a six-point scale, with risks rated 5-6 deemed to be material and requiring direct oversight of our Executive Team or Board.
- The Risk Management Framework also supports risk owners with standardised techniques for controlling risks. Controls are designed to prevent, reduce or mitigate downside risks. Where risks and opportunities are strategic in nature, controls include assigning the risk/opportunity to appropriate business unit strategy personnel and building reporting, monitoring and progress into our strategy procedures to reduce risk and increase the likelihood of opportunities being realised.
- Risk owners across our global operations are able to access online platforms that support a standardised implementation of the Risk Management Framework, as well as the documentation and reporting of risks to relevant levels of management. These contribute to annual reviews of IPL's Risk Management Framework at the Board level.

The Risk Management Framework and Group Risk Policy are accessible to all employees, and their integration into everyday operations is supported by the development of a comprehensive set of training tools and materials including mandatory on-line training programs. IPL uses customised on-line risk management databases, which continue to be enhanced to include improved reporting and control management capabilities. IPL's Risk Management Framework and associated systems are under the primary oversight of the Board's ARMC.

The Code of Conduct, Group Whistleblower Protection Policy, Group Anti-Bribery Policy, and other matters pertaining to risk and compliance are also supported by compliance training and are monitored and reported within IPL's key governance structures, including by the ARMC.

Our IPL Zero Harm Strategy and HSEC Management System

The IPL Zero Harm Strategy and Health, Safety, Environment and Community (HSEC) Management System are designed to address risks and opportunities that pertain to employee health, wellbeing and safety, and the potential impacts of our operations on the environment and communities we interact with. The governance bodies and processes in place to identify, assess, prioritise, monitor and manage these risks report ultimately to the Board's HSEC Committee.

The Zero Harm Strategy and HSEC Management System are discussed in greater detail in the People and Communities, and Environment, sections of this report.

Corporate and Business Unit Strategy Process

In addition to formal risk assessments, sustainability-related risks and opportunities are also identified and managed through IPL's business strategy and planning processes. Business units are responsible for developing long-term strategies to respond to changing consumer demand and generate sustainable value. These risks and opportunities, and their management, are integrated into IPL's Group-wide and business unit strategies during the annual strategy process, which includes Board review and approval.

Business units regularly report to the CEO & MD to evaluate their performance against strategy, including a review and update on the management of risks and opportunities associated with its execution. Sustainability-related risks and opportunities, such as those pertaining to climate change, or those which may affect the safety, productivity and environmental impact of IPL, our supply chains or our products, are integrated into this review alongside other risk factors.

Strategy overview

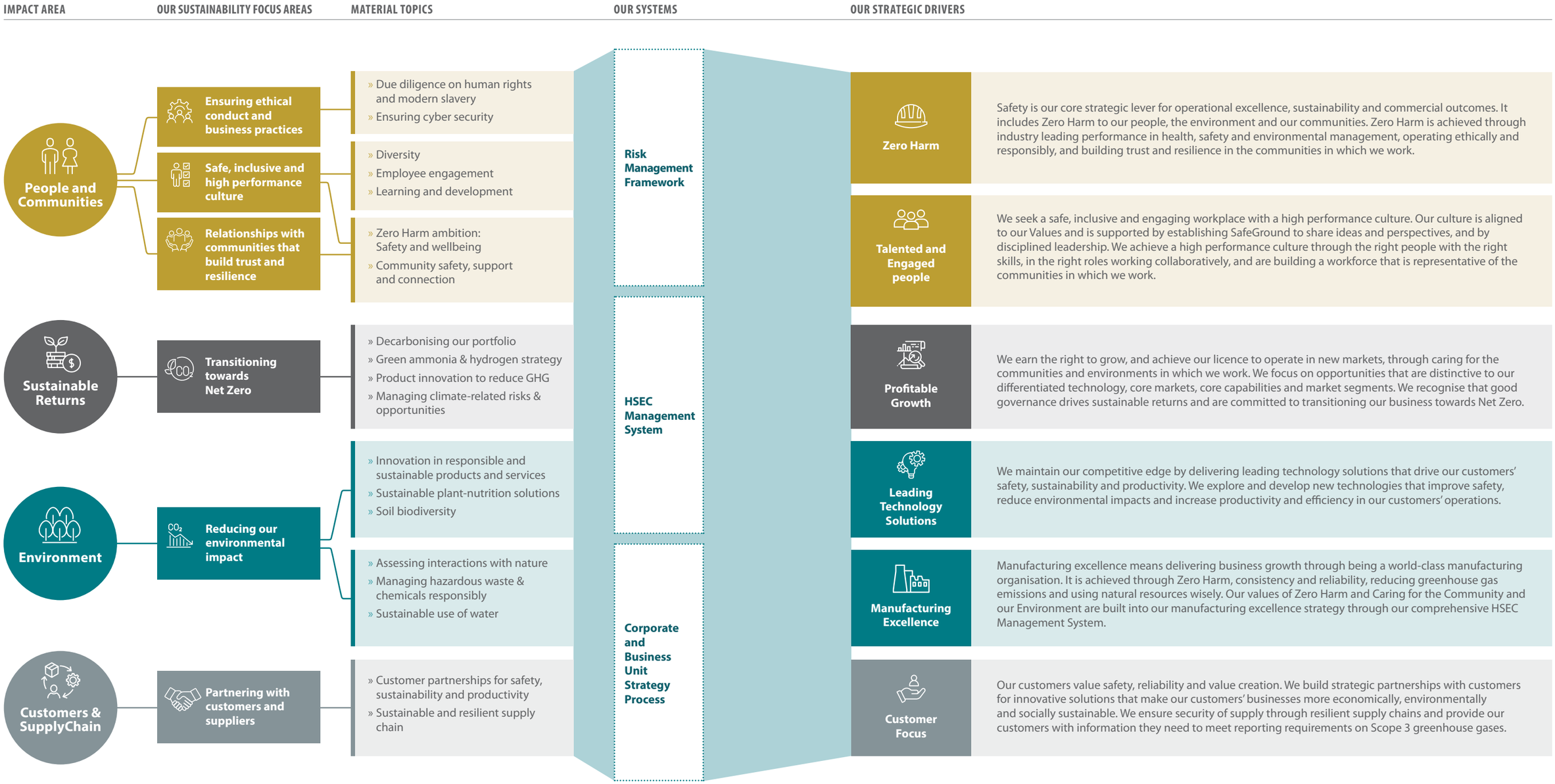
Our Sustainability Strategy

Our strategy is to deliver sustainable growth and shareholder returns while caring for our people, our communities and our environment.

IPL is committed to operating sustainably, and this commitment is embedded in our business. Our approach to managing our sustainability-related risks and opportunities, and the sustainability priorities and material topics they are linked to, is integrated into our Core Strategic Drivers and day-to-day operations via our Risk Management and Business Strategy processes, as represented in the infographic below.

Integration of sustainability focus areas into our strategic business drivers

IPL's business strategy is underpinned by six key drivers which guide our organisational ambition to be a safe, sustainable and high-performing company. Our approach to managing our sustainability-related risks and opportunities is realised through their integration into these core strategic drivers.



Our sustainability targets

Well progressed or target achieved | Steady progress | Below expected progress

CATEGORY	MATERIAL ISSUE	INDICATOR	TARGET/COMMITMENT	2024 PROGRESS	
PEOPLE AND COMMUNITIES	**SAFE, INCLUSIVE AND HIGH-PERFORMANCE CULTURE**				
	Zero Harm: safety and wellbeing	TRIFR	0.8	1.08	✗
		Tier 1 and Tier 2 process safety incidents	YOY reduction	18 (+4)	✗
	Diversity, equity and inclusion	Gender diversity	2024 TARGET: YOY increase in female employees in our global business	3.4% global increase (19.2% from 18.6%)[1]	✓
			2025 TARGET: 2% YOY increase in female employees in each of our business units	New target	–
		Australian First Nations employees	3%	3.1%	✓
	Employee engagement	Employee engagement scores	Improvement in engagement index by 2025[2]	New target	–
	ENSURING ETHICAL CONDUCT AND BUSINESS PRACTICES				
	Due diligence on human rights and modern slavery	Number of new suppliers screened for ESG (incl. modern slavery)	50% in 2024	83%	✓
			100% in 2025	New target	–
	Cyber security	Cyber security training for global employees	Annual mandatory training for global employees	Completed in 2024	✓
	COMMUNITY RELATIONSHIPS THAT BUILD TRUST AND RESILIENCE				
	Community safety support and connection – including with First Nations communities	Compliance with community safety obligations	100%	100%	✓
		Promotion and celebration of Australian First Nations events and dates of significance	Completion of a new Innovate RAP in 2024	Completed in 2024	✓
			Deliver the outcomes on page 19 of the new 2024-26 Innovate RAP by 2026	In progress	–
SUSTAINABLE RETURNS	**TRANSITIONING TOWARDS NET ZERO**				
	Decarbonising our portfolio	Capital projects to achieve net zero	Complete installation of Moranbah Tertiary N_2O abatement to achieve short-term 5% absolute GHG reduction by 2025	Installation completed in 2024	✓
			Complete installation of LOMO Tertiary N_2O abatement in 2025 to achieve medium-term 25% absolute GHG reduction by 2030	Approved for installation in 2025	✓
	Green ammonia and hydrogen strategy	Projects to progress green hydrogen as feedstock for ammonia	Completion of two green hydrogen/ammonia feasibility study partnerships by 2024	Completed in 2024 with commencement of FEED for Gladstone Green Ammonia Project targeted for 2025	✓
ENVIRONMENT	**REDUCING OUR ENVIRONMENTAL IMPACT**				
	Innovation in responsible and sustainable products and services	% of new products introduced that improve sustainability outcomes	100%	100%	✓
	Sustainable plant nutrition solutions	Number of soil and crop plant tests	20% increase by 2024 against 2020 baseline	Completed with an 40% increase against 2020 baseline	✓
	Soil biodiversity	Introduction of a soil health benchmarking service	Establish statistically significant volumes of IPF Soil Health Tests required in each agronomy region (to establish benchmarks) by 2024	Completed	✓
	Managing hazardous chemicals responsibly	Significant Environmental Incidents	Zero	Zero	✓
	Using water sustainably	Governance of water use	Develop a draft IPL Water Policy by 2025	New target – underway	–
CUSTOMERS & SUPPLY CHAIN	**PARTNERING WITH CUSTOMERS AND SUPPLIERS**				
	Customer partnerships for safety, sustainability and productivity	Maintaining NPS scores using annual customer engagement action plans	Between 30-40	Not achieved. This target is under review for 2025.	✗
	Sustainable and resilient supply chains	Number of deep dive ESG audits	5 per year	8	✓

1 Actual increase is 3.4% due to the use of more decimals in the 2023 and 2024 percentages than can be represented here.

2 In 2024, IPL partnered with a new provider for our employee surveys, who use a different engagement methodology. This prevented a direct comparison of engagement levels with previous years. A new employee engagement target has now been set for 2025, using 2024 as the baseline.

Aligning with the United Nations Sustainable Development Goals (SDGs)

The UN SDGs are a set of 17 goals and 169 targets adopted by world leaders to end poverty, fight inequality and tackle climate change by 2030. Although primarily designed for governments, the SDGs call for action by all global stakeholders, and we recognise that we can contribute to these goals. IPL has conducted an analysis of our business strategy and material sustainability issues to identify our priority SDG goals and targets. Our progress on these is reported below.

		SDG Target		IPL alignment	
2 ZERO HUNGER	**END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE**	**2.4**	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, and that progressively improve land and soil quality.	**IPL target**	Year-on-year increase in revenues from sales of our Enhanced Efficiency Fertiliser (EEF) range. These products are designed to retain applied nitrogen (N) in a stable form for longer in soils, reducing N losses to waterways through leaching and to the atmosphere as nitrous oxide, a greenhouse gas. This means more N is reserved for increasing crop yields. **2021** $20.1m **2022** $27.8m **2023** $33.5m **2024** $30.7m
5 GENDER EQUALITY	**ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS**	**5.5**	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.	**IPL target**	In 2024, we saw a 3.4% increase in female representation in our global workforce (19.2% from 18.6%).
6 CLEAN WATER AND SANITATION	**ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER FOR ALL**	**6.4**	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity.	**IPL target**	Develop a draft IPL Water Policy by 2025.
11 SUSTAINABLE CITIES AND COMMUNITIES	**MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE**	**11.4**	Strengthen efforts to protect and safeguard the world's cultural and natural heritage.	**IPL target**	Completion of a new Innovate Reconciliation Action Plan in 2024: Achieved. Deliver the outcomes on page 19 of the new 2024-26 Innovate RAP by 2026.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS**	**12.6**	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	**IPL strategy**	Innovative products and services which encourage and enable our customers to adopt more sustainable consumption and production practices.
				IPL target	Annual reporting to Global Reporting Initiative (GRI), Taskforce on Climate-related Financial Disclosures (TCFD) and Sustainability Accounting Standards Board (SASB) Standards.
13 CLIMATE ACTION	**TAKE URGENT ACTION TO TACKLE CLIMATE CHANGE AND ITS IMPACT**	**13.1**	Strengthen resilience and adaptive capacity to climate-related disasters.	**IPL target**	Comprehensive physical and transitional risk assessment against four future climate-related scenarios, refreshed three-yearly: Updated in 2024 using 1.5°C, 1.8°C, 2.7°C and 4+°C.
		13.2	Integrate climate change measures into policies, strategies and planning.	**IPL target**	Absolute GHG reduction of 5% by 2025[1], 25% by 2030[1] and Net Zero by 2050 Ambition. In 2024 we progressed three projects which provide a pathway to >42% reduction in operational GHG by 2030. We will review our targets following the release of the SBTi Chemicals Sector Methodology for Paris-aligned targets, expected in 2025.

1. Our short- and medium-term targets are absolute reductions against our operational (Scope 1 and scope 2) FY20 baseline GHG emissions which have been adjusted for the sale of the Waggaman, Louisiana plant, to 2,807,743 tCO_2e.

People and Communities

INCITEC PIVOT LIMITED PEOPLE AND COMMUNITIES

Ensuring ethical conduct and business practices

IPL is committed to protecting the lives, rights and dignity of all our employees, and respecting the wellbeing of people and communities wherever we operate. This commitment is articulated in our Code of Conduct and Corporate Values, and is embedded in key policies and practices at all levels of our global business.

Financial and impact risks
Risks of unethical behaviour by employees, which impacts IPL's reputation and businesses, as well as people and communities.
Risk of modern slavery, poor work practices and other human rights abuses in IPL's supply chain, impacting on people and communities associated with IPL's suppliers.
Increased exposure to human rights risks as Dyno Nobel moves into additional overseas markets where mandatory requirements relating to decent work and human rights are absent or lacking.
Risk of cyber attack or data breach at IPL's operations which compromise confidential business and client data, adversely impacting people and customers.
Financial and impact opportunities
Opportunity to continue strengthening IPL's due diligence and engagement with suppliers, resulting in improved data collection on social issues and greater supplier awareness; raising the standard in emerging markets for ethical and transparent business practices; and resulting in better outcomes for people working in our global supply chains.

Our governance of ethics-related risks and opportunities

As outlined in the 'Our Governance' section of this report, there are clear governance structures and policies within IPL to support the Group operating to the highest standards of ethical behaviour and integrity. This includes those which enable human rights to be upheld across our global operations and assessed in our supply chains, and keep information on our people and customers protected from the risk of cyber attacks on IPL's systems.

KEY POLICIES

- IPL Code of Conduct
- Supplier Code of Conduct
- Anti-Bribery Policy
- Sanctions Policy
- Human Rights Policy
- Modern Slavery Policy
- Whistleblower Protection Policy

Board Committees

IPL's Board has ultimate oversight over matters relating to ethical conduct, and the management of human rights, modern slavery and cyber security risks.

The Board's ARMC is responsible for reviewing and monitoring the policies and systems in place for detecting, reporting and preventing unethical business conduct, including fraud, theft, anti-bribery and improper payments. It receives reports from management on material breaches of law, including fraud and theft, material breaches of IPL's Code of Conduct, Anti-Bribery Policy, and Improper Payments Policy, and on material incidents reported under the Whistleblower Protection Policy. It also receives periodic reports from management on compliance with due diligence and training on ethics. The Chief Financial Officer and Chief Information Officer (or their delegates) report to the ARMC on cyber security and support the Board's ongoing awareness of cyber security trends.

As noted in the 'Our Governance' section of this report, the PRC (formerly Remuneration Committee) charter was updated in March 2024 to expand the Committee's remit to include oversight over IPL's culture and People Strategy, which are underpinned by IPL's corporate values. Together with the ARMC, the PRC is responsible for reviewing periodic reports on material incidents arising from complaints reported under the Whistleblower Protection Policy (which may include complaints relating to unethical behaviour), and on material breaches of the Code of Conduct, which pertain to the PRC's remit. Breaches of ethics by employees can result in disciplinary action or dismissal.

Cross-functional leadership bodies

The following bodies are directly responsible for monitoring and enabling ethical conduct across the Group.

IPL's **Ethics Committee** is chaired by IPL's Chief Legal and Corporate Affairs Officer, who is an Executive Leadership Team member, and comprises the CPO, CRIO, Company Secretary, Group Senior Risk Manager and others by invitation. It is responsible for ensuring ethical business practices (including human rights and modern slavery) and policies are consistently implemented across the Group, and that reviews and updates to policies and standards are regularly discussed and executed. It is also responsible for ensuring adequate training and educational materials are available to employees, contractors and leaders across the Group.

The Ethics Committee is supported by the HRWG, which provides oversight, advice and direction for business unit leaders on human rights matters. The HRWG was sponsored by CDSO in 2024 and comprises a cross-functional membership which includes Corporate Sustainability, Group Risk, Procurement, Supply Chain, Human Resources, Strategy and Business Development and Major Projects, and Legal.

The HRWG is developing a framework to identify and manage human rights risks (including modern slavery risks) across IPL's global operations and supply chains, in compliance with legislative and regulatory requirements.

Managing ethics-related risks and incidents

IPL conducts regular audits across its global operations and supply chains, to assess risks and identify, investigate and respond to incidences of unethical business conduct. Full audits of IPL's operations are conducted under the oversight of our Chief Risk Officer, with the results being reported to the ARMC. IPL's Chief Legal and Corporate Affairs Officer also has direct oversight in respect of anti-bribery matters.

Business Units are primarily responsible for identifying, assessing, monitoring and addressing identified ethics risks, in line with IPL's Risk Management Framework. Material breaches of policy or law are escalated for consideration by the ARMC and HSEC Committee.

We recognise that there may be an increased exposure to human rights risks as Dyno Nobel moves into additional overseas markets. In locations where IPL does not have full control over operations, or a full audit may not be possible, a high-level analysis is conducted. During 2024, a recently-acquired entity's operations in Africa were subjected to this high-level analysis, which allowed IPL to understand the risk environment, and prepare effective controls for likely risks, ahead of a more detailed audit at a future date.

Reported incidents are investigated and documented in IPL's global reporting systems, where they are managed in accordance with IPL's Risk Management Framework. Where breaches of law are found to have taken place, IPL works with local authorities to ensure appropriate action is taken. During 2024, IPL discovered the misappropriation of items of value in an overseas jurisdiction. The individual responsible was removed from their position and charged with an offence following an investigation with local authorities.

IPL's policies and processes for managing these ethics-related risks are available to all employees across our global business. Our global employee training platform includes modules in several languages on our Code of Conduct, Fraud and Corruption Prevention, and other relevant policies. All employees are required to complete training on these key policies upon starting with IPL and are required to refresh these trainings every three years. Staff working in roles deemed to be exposed to higher bribery and corruption risks, such as external procurement or supply chain, must undertake additional training on anti-bribery every two years; and relevant staff in jurisdictions deemed high-risk must undertake this training annually.

In addition, IPL publishes annual **Tax Transparency Reports** which outline our Board-approved strategy to ensure the Group complies with its tax obligations at an operational level both legally and ethically. These are available on the **IPL website**.

Human rights and modern slavery

IPL respects and supports the dignity, wellbeing and human rights of all its employees, and of the people in the communities where it operates. Our approach to human rights is consistent with the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights.

Within our global business, our position on human rights is embedded in our Corporate Values, our Code of Conduct, and in policies governing our employees' obligation to ensure ethical conduct in relation to people, health, safety and community.

IPL's Human Rights Policy

Our **Human Rights Policy** was updated in 2024 and sets out the following commitments:

- To respect the rights of all our employees to a safe and healthy workplace. This is embedded in our Zero Harm Ambition, which is discussed in greater detail in the 'Zero Harm: Keeping our People Safe' section of this report.
- To respect the right and dignity of all employees through ethical employment practices, including through our commitment to fair working hours, compensation, mandatory paid vacations and clear performance management expectations, in line with legal requirements. We are also committed to respecting employees' freedom of association and collective bargaining.
- To build an inclusive and accessible organisation that embraces diversity, including (but not limited to) gender, ethnicity, cultural background, age, disability, sexual orientation and religious belief.
- To respect and support the rights of the communities we interact with globally, engaging with them and providing easily accessible feedback mechanisms to ensure we listen and address their concerns.
- To acknowledge and respect Indigenous people's unique connection to lands and waters, consistent with the UN Declaration on the Rights of Indigenous Peoples.

IPL's actions in relation to our people, and to health, safety, environment and communities, are discussed in greater detail in the 'Zero Harm: Keeping our People Safe' and 'Safe, inclusive, high-performance culture' sections of this report.

Working with a high-risk supplier on modern slavery risk

Through our supplier screening process, which involves a Modern Slavery Self-Assessment Questionnaire, we identified a tier 1 supplier located in a jurisdiction reported to be higher risk for modern slavery according to the **Global Slavery Index**. Given that this supplier operates in an industry and jurisdiction reported to be high-risk, we deepened our due diligence and engagement with this supplier to build our understanding of both its modern slavery and broader ESG risk profile.

As an initial step, the supplier completed our training on modern slavery. In consultation with the supplier, we engaged LRQA, a global assurance provider, to conduct an on-site audit of the supplier's factory, which included direct engagement with workers. While we appreciate the limitations of audits, we also recognise that they provide an important opportunity to assess supplier practices on the ground.

Audit findings: The audit was informed by interviews with 15 workers, nine of whom were interviewed individually and the other six interviewed in groups of three. Through the interviews, workers reported working eight-hour days for no more than six days in a row, with an hour break during each shift, with no reports of excessive overtime. Workers also reported receiving appropriate rest days in line with international standards and receiving benefits such as sick leave and maternity leave.

While the audit findings were largely positive, there were reported issues in relation to health and safety risks. These related to issues such as: not all safety equipment being accompanied by instructions; evacuation maps not accurately reflecting the layout of the premises; and temporary waste storage areas not equipped with a smoke detector. The report also noted that the supplier's collective bargaining agreement expired in 2022, however, workers and management had agreed to use that agreement until the new one (currently under negotiation) is ready to be implemented.

Next steps: Throughout the audit process, the supplier consistently demonstrated a collaborative and cooperative approach to our engagement. This engagement has provided us with an opportunity to improve this supplier's awareness of modern slavery risks, while also strengthening our relationship with them. We are currently working with the supplier on a Corrective Action Plan to resolve the findings from the audit. We understand that there may also be modern slavery risks deeper in our supply chain, associated with this supplier's suppliers, and we are continuing to explore how we can best monitor and address those risks.

Managing risks associated with modern slavery in our supply chains

Addressing the risks of modern slavery in our supply chains is an increasingly important sustainability focus area for our businesses. Not only are our modern slavery risk management plans required to be included as part of our regulatory reporting obligations under Australia's Modern Slavery Act 2018, our customers are also asking for details of these plans as they also seek to manage risks in their own supply chains.

The HRWG plays the lead operational role in developing and monitoring policies, and supporting the Group-wide adoption of modern slavery and human rights risk management processes. Identified risks and metrics on incidents, compliance with IPL's relevant policies and training requirements are reported to the Ethics Committee. The ARMC is the Board-level body ultimately responsible for managing modern slavery-related risks.

IPL has a robust modern slavery due diligence process, as detailed in **IPL's Modern Slavery Statements**. It includes screening of prospective suppliers via questionnaires and third-party industry intelligence platforms. Once onboarded, suppliers must acknowledge IPL's Supplier Code of Conduct, and monthly screening of IPL's entire supplier base via Sentinel, an Elevate EIQ tool, allows IPL to review its suppliers against up-to-date industry-based assessments of modern slavery risks. We conduct regular supplier audits and target five Deep Dive ESG audits annually, completing eight in 2024. IPL's Ethical Procurement Manager is responsible for monitoring and reporting on these.

During 2024, IPL has focused on consolidating these due diligence processes, refining our targets, and identifying the ways we can make the biggest difference on modern slavery.

During 2024, we also continued to work with our suppliers to help them improve their modern slavery risk management procedures and practices. Where the absence of sound due diligence processes has been identified through our audits, we aim to leverage our business relationship to help those suppliers develop and implement satisfactory due diligence process. IPL sees this partnership approach as a long-term commitment to support improvements in the ethics-related aspects of our global supply chains.

This collaboration, together with our improved screening processes, is helping us improve our own modern slavery due diligence processes. In 2024 we updated our Modern Slavery Risk Register, which is the repository for identified risks and high-risk suppliers, recommended mitigants, and a record of actions taken by IPL to manage these risks. This Risk Register is reported to the Ethical Procurement Manager, and then to the HRWG as required.

IPL's efforts to ensure our supply chains and procurement practices remain ethical are further enabled through our **Procurement Policy** and **Procurement Risk Management Guidelines**. These prescribe how IPL's Procurement Team should analyse and control for modern slavery and other ethical procurement risks.

Managing cyber security risks at IPL

IPL places the highest priority on the security of its data and information technology systems. The Chief Financial Officer and Chief Information Officer are the key accountable officers, and they work with IPL's Executive Team to lead the Group's ongoing journey towards excellence in cyber resilience. They report to the ARMC as the Board-level body accountable for cyber security, and support the Board's situational awareness on cyber security trends.

The Chief Financial Officer and Chief Information Officer work with the Executive Leadership Team to oversee the implementation of the Group's Information Security Framework across our global operations. The cross-functional **Cyber Security and Information Risk Forum**, which includes representatives from Human Resources, HSEC, Manufacturing, Legal, Risk and Cyber Security functions, is an important platform for discussing and sharing relevant information on emerging threats and best practice.

IPL takes a range of actions to manage and mitigate the risk of cyber incidents and data breaches, and ensure the Group's cyber resilience. These include:

- Policies, procedures and practices regarding the use of Company information, personal and Company devices, IT systems, industrial controls systems, and IT security.
- A data breach response plan to respond to, and mitigate, the effects of any instances of data breaches that may occur.
- A Security Operations Centre, threat intelligence, advanced threat analytics, system/network controls and industry standard cyber frameworks that are collectively leveraged for the prevention and detection of, and response against, cyber threats.
- Critical IT systems configured for resilience, which includes recovery capabilities if impacted by a cyber threat.
- Leveraging of a 'secure by design' approach across IT systems and services.
- Auditing and security assessments, conducted annually to evaluate controls gaps and vulnerabilities for purposes of remediation.
- Regular training for employees and contractors across the Group to ensure they are aware of their obligations in maintaining IPL's data security.

IPL has a core cyber security team, which supports business unit-level crisis management teams. This approach facilitates the management of risks quickly and in proportion to the location and scale of the risk. With increasing global cyber security threats and incidents, IPL's Cyber Security and IT teams continue to responsively resolve vulnerabilities, lift cybersecurity controls, and disseminate useful advice to all employees. During 2024, these efforts remained a priority, with an added focus on implementing the 'secure by design' principle to ensure robust security measures are integrated from the outset.

Zero Harm – keeping our people safe

IPL's corporate value of Zero Harm is prioritised above all others, and is central to our operations and culture. IPL's Zero Harm ambition is focused on ensuring the safety of our people, the environment and the communities in which we operate.

This section of the Sustainability Report is focused on IPL's Zero Harm ambition in relation to the safety of our people and communities. Our approach to managing risks and opportunities associated with commununity engagement and support and protecting the environment is covered under the 'Communities' section and under 'Environment' in the Dyno Nobel and IPF specific sections of this report.

Financial and impact risks
Risks of incidents that result in injury, illness or fatality to an employee or contractor, including risks associated with process safety, managing hazardous chemicals and transporting products.
Risk of significant long-term health impacts for employees or contractors due to exposure to noise, dust or chemicals.
Risk of adverse impacts on employee mental health due to psychosocial risks in the workplace.
Risk of damage to IPL's reputation, regulatory penalties and legal liabilities arising from an increase in work-related safety incidents or fatalities at IPL operations.
Financial and impact opportunities
Opportunity for IPL to attract and retain talent for a high-performing workforce, due to a strong safety record and mentally healthy, engaged workplace.

Governance of Zero Harm

We have a governance structure in place to ensure comprehensive Board oversight over the execution of our Zero Harm ambition, and a strong and consistent Zero Harm focus across the organisation.

Board Committees

The HSEC Committee holds primary responsibility over the management of health, safety, environment and community risks, and is primarily responsible for advising the Board on the management of health, safety and environment matters arising from the Group's activities. The HSEC Committee meets quarterly and oversees a structured annual HSEC calendar which includes:

- Annual review of the Group HSEC Strategy, and regular monitoring of business units' performance on the delivery of the HSEC Strategy.
- Annual review of the global Group HSEC Management System, to assess its ongoing performance against legal and regulatory compliance obligations, and alignment to the corporate objectives and values of IPL.
- Annual review of the HSEC Annual Assurance process. This involves bi-annual presentations from IPL's HSEC auditors and receipt of an annual Letter of Assurance. Updates and assurances on the compliance of IPL's HSEC standards with applicable legislation and other regulations are also received throughout the year, as required.
- Annual review of IPL's HSEC organisational structure, ensuring we have appropriate resources to eliminate or minimise health and safety risks resulting from our global operations.
- Ongoing review of IPL's compliance with legal and regulatory requirements across our global operations.

These reviews are supported by regular reports prepared by management which include business unit-level performance against the HSEC Strategy, and comprise leading and lagging indicators, details of major and catastrophic incidents and 'near misses' with a high potential impact.

The HSEC Committee works closely with the ARMC to ensure HSEC risks are adequately integrated into the Group Risk Management Framework and associated risk management systems. This occurs through the sharing of key reports and other relevant documents, and close and ongoing liaison between the Chairs of both committees to ensure material matters are considered by the appropriate committee.

Key Executive Team roles

There are a number of Executive Team (Executive Leadership Team) members responsible for ensuring IPL's Zero Harm commitment is consistently executed through the business, and reported to the Board.

The CEO & MD receives reports from IPL's **Chief Health, Safety and Environment and Operations Excellence Officer (CHSEOEO)**, who provides advice on best practice strategies to deliver on IPL's Zero Harm goals, and to improve our health, safety and environment programs.

The **Vice President Corporate Health, Safety and Environment** works closely with the CHSEOEO, and is tasked with supporting the development and delivery of the Zero Harm strategy. The Vice President works with a Group-wide network of safety and environmental professionals, as well as operational leaders, to achieve our goals and support line management in improving our performance.

All Executive Leadership Team members are expected to promote and drive compliance with IPL's Zero Harm ambition. IPL's Executive Key Management Personnel (KMP) remuneration outcomes include the management of risks relating to safety and people strategy, including adherence to IPL's Code of Conduct.

Key governance bodies

The key body responsible for reporting to the HSEC Committee is the Executive Leadership Team **Zero Harm Council (ZHC)**. The Executive Leadership Team ZHC is chaired by the CEO & MD and comprises all Executive Leadership Team members, including the CHSEOEO (who is an Executive Leadership Team member) as well as the Vice-President for Corporate Health, Safety and Environment, who reports to the CHSEOEO. The Executive Leadership Team ZHC endorses the IPL Zero Harm Strategy, HSEC Management System and HSEC Standards, conducts regular reviews of health, safety, environment and community risks across the business, and makes functional improvement recommendations to ensure Group-wide performance.

It receives advice from a Group-wide **network of Zero Harm Councils**, at the regional and business unit level. These also support the consistent application of the Zero Harm Strategy across the Group through the sharing of risk data, best practice and cross-functional dialogue.

Also supporting the Executive Leadership Team ZHC is the **Global HSEC Leadership Network**, which provides expert guidance and advice, contributes to the development of the HSEC Strategy and plan, and drives Group-wide performance against the IPL Zero Harm Strategy.

A number of cross-functional bodies also exist to support delivery of IPL's Zero Harm ambition.

- **Global Collaboration Networks**, sponsored by a Vice President of HSEC and tasked with progressing work on behalf of the Global HSEC Leadership Network and Executive Leadership Team ZHC.
- **Global Significant Event Governance Forum**, which includes representatives from across the Group, and develops and shares insights from Significant Event data to embed systemic learnings from these into Group operating systems and practices.

In 2024 these cross-functional networks have played a key role in further consolidating IPL's global commitment to Zero Harm, and contributed to improvements in our operating system.

Managing our health, safety, environment and community-related risks

IPL's global Risk Management Framework integrates risk management across the Group, including HSEC risks and opportunities. Across our global operations, leaders and employees are also guided by key strategies, policies and documents that guide our Zero Harm ambition.

IPL Zero Harm Strategy

Our IPL Zero Harm Strategy drives our focus on improving performance in occupational health, safety, process safety and environmental management.

The IPL Zero Harm Strategy ensures that the Company values of 'Zero Harm for Everyone, Everywhere' and 'Care for the Community and our Environment' are embedded in our systems, standards, leadership expectations and learning process to consistently, practicably and effectively drive improvement across IPL's global operations.

Our IPL Zero Harm Strategy is supported by our global **HSEC Management System (HSECMS)**, which sets out 18 global HSEC Standards. These Standards set out the minimum performance requirements for all employees and contractors, at all levels of the organisation and across functions and operations. Current versions of the HSECMS and related documentation are available to all IPL employees and contractors via our OnBase document management employee portal.

The HSEC Standards are aligned to ISO 14001, OHSAS 18001, ISO 31000 and AS 4801 international standards, as well as the American Chemistry Council Responsible Care Management System and the Center for Chemical Process Safety.

The highest consequence HSEC risks under IPL's HSE Broad Risk Category provide a basis for HSE risk governance for both the Executive Leadership Team ZHC and HSEC Committee. The key risk areas under the HSE Broad Risk Category are Fatality or Serious Injury, Process Safety Event, Environmental Breach and Adverse Community Impact.

IPL Zero Harm strategic themes

Simplify	Get the Fundamentals Right	Lead and Engage	Strengthen our Learning Culture
We support people with easy to understand and easy to use systems	**We define our minimum expectations: we will be excellent at the fundamentals**	**We empower, develop and expect everyone to be leaders in Zero Harm**	**We learn, we share and we fix for good**
» We have a clear HSECMS framework that is accessible and easy to use by staff and contractors alike. » Our employees and contractors tell us our systems are easy to understand and use. » We have a shared ambition and language for Zero Harm. » We standardise and streamline our systems and processes wherever practical.	» Minimum standards and expectations are understood and embraced by all people, at all levels. » We have established global standards for Operations Risk Management. » We continue to build and strengthen Personal and Process Safety through defined operating discipline requirements. » We strengthen Process Safety with operating discipline to Management of Change (MoC), procedures and affirming effectiveness of critical controls.	» We have invested in strengthening the capability of our leaders – via our HSECMS and capability frameworks. » Each day we see examples of leaders who support, coach and empower. » There is a high level of ownership for our Zero Harm strategy. » Our leaders are visible in the field, creating SafeGround. » We promote leaders who support and understand our Zero Harm strategy. » We reward and recognise the right Zero Harm behaviours.	» Our learning culture is deeply embedded. » We share both our learnings as well as our success stories. » We have a well-established and systematised process for sharing high consequence events. » Our employees and contractors are highly involved in continuous improvement. » We learn from repeat events to prevent significant events.

Systems to identify, assess, monitor and review HSE performance and risks

Across IPL we monitor our performance using a combination of leading and lagging indicators and performance metrics. The data for these is reported and recorded across the Group's global operations and extracted to inform reports at the business unit and Group level.

The following systems exist to ensure a consistent approach to risk identification, assessment, management and reporting across our global operations.

» **Cintellate** is IPL's database of HSE reporting and register of our highest priority risks, and houses the Group's Control Registers and their performance standards. Data is extracted from Cintellate to inform regular reports to the Executive Leadership Team and to the Board.

» **VelocityEHS Risk** is a database that supports Group-wide methodologies for risk assessment and management, including Bowties for our highest priority safety risks, Critical Control Verifications (CCV) and scheduling.

These systems also enable a Group-wide standardised approach to recording, investigating and reporting on incidents, hazards and near misses to understand their root causes. We use these systems to gain insights into the hazards faced by our people and take action based on the information collected across all sites.

Our 2024 Zero Harm performance

We monitor our Zero Harm performance through a balanced scorecard which provides insights across key leading and lagging metrics of personal safety, process safety, environment and Zero Harm plan improvement initiatives.

IPL's **Total Recordable Incident Frequency Rate (TRIFR)** performance in 2024 has been unfavourable. Over the year the TRIFR has increased from prior financial years to 1.08 (target of 0.80). Tragically, one of our employees was fatality injured in a motor vehicle incident while driving on a public road in Queensland, Australia which reinforces our focus on the importance of our transport-related critical controls.

IPL has not met the target (13) for Process Safety Incidents, with 18 Tier 1 and Tier 2 events taking place in 2024, compared to 14 in 2023. There have been zero Tier 1 events, an improvement against the two reported in 2023.

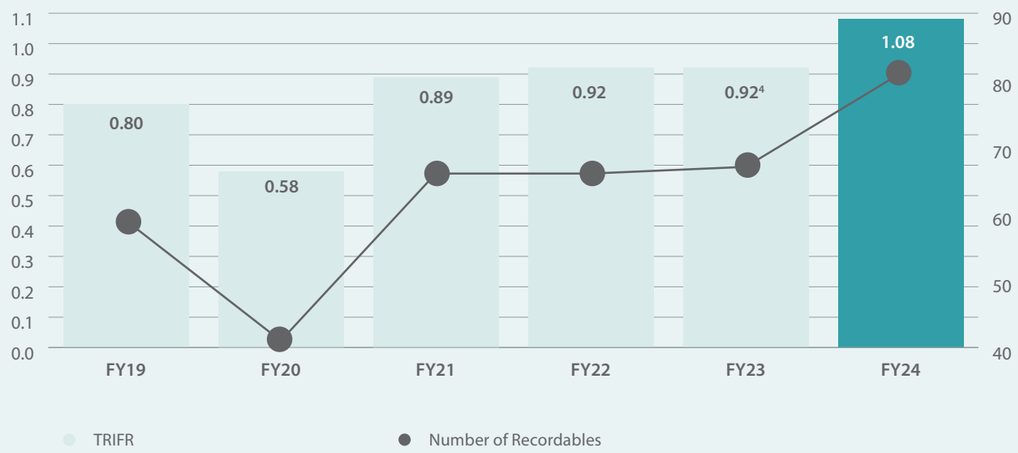
Nevertheless, our overall performance on health and safety remains strong. During 2024, 79% of all IPL sites had zero recordable injuries. We have also seen an improved culture of significant event reporting, investigations and action management. One contributing factor has been our enduring efforts to simplify significant event hazard reporting and investigation requirements: These have resulted in an increase in hazard reporting. IPL's Operations Risk Management system has supported a more consistent approach to managing material process safety risks, and has contributed to a fuller identification of HSEC hazards across all our sites. In 2024 this resulted in a demonstrable improvement in hazard awareness, reporting and critical control management.

A focus in 2024 has been to further augment these systems. This year we introduced additional leading metrics for process safety and material risk management. We also completed training for our Global Crisis and Emergency Management Team, designed to support our ability to identify, assess, prepare, respond to and recover from significant events.

2024 Zero Harm performance[1]

Zero Harm – Key Metrics	2024	2023	2022
TRIFR	1.08	0.92[4]	0.92
Significant Environmental Incidents	0	0	0
Process Safety Incidents	18	14	25
Significant Event (SE) Management – Key Metrics[2]			
Investigations completed within 30 days (%)	94%	94%	89%
Actions completed by original due date (%)	97%	96%	85%
SE Hazard, Near Miss : Incident Ratio[2]	3.37	0.86	0.70

Total Recordable Injury Frequency Rate (TRIFR)[3]



1 Data prior to 2024 excludes Titanobel, which was purchased in 2022. Titanobel Zero Harm metrics have been included for the first time in our 2024 reporting.
2 SE Hazard, Near Miss Incident ratio is calculated as the total number of significant event hazards and near misses divided by the total number of significant event incidents.
3 TRIFR data is calculated as the number of recordable injuries per 200,000 hours worked and includes contractors.
4 Restated in 2024 due to the addition of one incident reclassified as a recordable incident since publishing the 2023 TRIFR.

In 2024 we also established a new Explosives Safety functional group as part of our Global Collaboration Networks, in response to new explosive events montoring metrics and governance requirements being introduced.

An ongoing priority is the further development of our assurance and management system, including through the refinement of system-level risk management processes for each of IPL's highest consequence HSEC risks. The goal is to further standardise our operational risk management, and integrate under one framework and operating model.

Another focus for IPL in 2024 was to enhance our approach to psychosocial safety risks. A global reporting tool for psychosocial hazard identification and event reporting has been integrated into our existing system, giving IPL unique visibility over these events. A pilot SafeGround Survey for Dyno North America has set the groundwork for further coaching for leaders and how they can address these important health risks. Expanding our approach to psychosocial risk management globally will remain a focus for IPL in 2025.

Rules to Live By

Employees across our global operations are familiar with our 10 'Rules to Live By'. These address the most hazardous risks common in our Group's business operations.

These Rules represent our 'safety non-negotiables' – they are crucial to helping prevent injuries and potential fatalities. They apply to everyone in all our locations and provide clarity about those issues that the Company regards as so important that employees and contractors are putting their employment at risk if they choose to ignore them.

Remembering our past, building a safer future

World Safety Day is an opportunity for our colleagues across IPL to remember those who have passed, and reflect on past experiences to create a safer future.

In 2024, World Safety Day was celebrated across 29 April to 5 May, under the theme of 'Our Response Matters'. Across our global operations leaders facilitated activities to generate conversations, establish connection and learn together on how we can ensure our responses to HSEC risks make a difference. Engagement materials were made available in various languages to help our staff share how their colleagues were making their workplaces safer every day.

2024 was also the 30th anniversary of the explosions that took place at Dyno Wesfarmer's Porgera emulsion plant in Papua New Guinea, resulting in 11 colleagues losing their lives. Staff across IPL were invited to reflect on the tragic events, honour the memory of those who were lost, and to reaffirm the critical importance of preparedness and safety in all IPL's operations.

Our IPL Mental Health Framework

IPL is committed to creating a mentally-healthy workplace and workforce. A focus this year has been on building the leadership skills to listen, engage and work with people to understand and address their concerns and expectations, and on demonstrating proactive efforts to improve mental health outcomes for employees.

To entrench this approach in our global operations, in 2024 we have completed the IPL Mental Health Framework. The Framework aims to:

- Provide a standardised, systemic risk-based approach to managing mental health and wellbeing across IPL.
- Shift the business to a more proactive, preventative approach to mental health and wellbeing.
- Increase engagement and empower all IPL managers and employees to proactively build a resilient workforce, identify and manage psychosocial risks, and continue to embed mental health and wellbeing into the culture of the organisation across all areas including leadership, human resources, and health and safety.
- Include a corporate framework with a clear governance structure and guidelines, and assign clear accountabilities relating to mental health.
- Generate data that will inform strategic decisions and investments, including by assessing the effectiveness of implemented programs and strategies.

A global cross-functional Psychosocial Health Steering Committee has been established to support the development of the IPL Mental Health Framework.

This project builds on IPL's successful 'SafeGround' concept, championed by our SafeTEAMS program. By embedding psychological safety, or 'SafeGround' for important conversations on safety across the business, including physical and psychosocial hazards and personal and mental health concerns, 'SafeGround' is also contributing to our strong 'care culture'.

Gibson Island 'Finish with Pride' program wins 2024 Chemistry Australia Award for Workplace Health and Safety

IPL's Gibson Island manufacturing site has set an inspirational example of how to achieve consistent improvements in workplace health and safety during a time of change.

After a unique 53-year operational life, in 2023 the Gibson Island site began work to close and decommission the Major Hazard Facility.

Recognising the urgency of ensuring the mental and physical fitness of the site's 300 employees in the face of a uniquely hazardous and uncertain environment, site leaders and workers came together to conceive the 'Finish with Pride' program.

First, a 'Start-Stop-Continue' exercise identified the essential tasks that teams should focus on. This helped teams streamline their operations and adjust their risk profile. Then teams adopted an inspirational vision statement, 'Honour our History, Finish with Pride', to reflect and guide teams' commitment to respecting Gibson Island's rich history by setting a high standard for excellence.

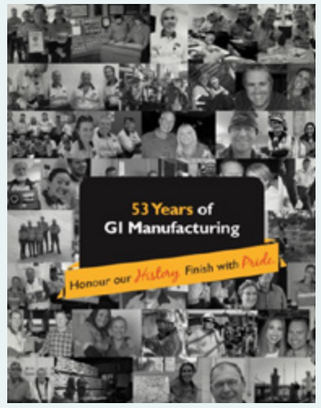
Strong collaboration among employees and regular, inclusive Town Halls and on-site lunches helped foster a common mission.

It also provided opportunity for employees to share ideas, air concerns, and communicate learnings that contributed to a safer workplace and a positive safety culture.

Management also strove to maintain a positive culture by putting people first. To address widely-held concerns over their future employment, managers facilitated various career planning sessions and upskilling opportunities. Managers took steps to tailor the change management process to employees' needs, helping support their mental health.

Remarkably, 'Finish with Pride' did more than just deliver the site's closure with zero reportable incidents. It also inspired workers to deliver outstanding wins – including ramping up Gibson Island's production of AdBlue in 2023, contributing to IPL's dramatic expansion of AdBlue production to three million litres per week, from 10% of national demand to 100%.

The closure of the Gibson Island plant marks the end of a 53-year journey, but it also stands as a testament to the team's commitment and care for their employees, and the ability of our Zero Harm culture to inspire outstanding performance.



SafeTEAMS and SafeLEADER

SafeTEAMs is IPL's global safety program, and provides employees around the world with a common language and tools to strengthen our safety culture by building our people's mindsets and skillsets. Since being introduced and delivered in 2020-23, approximately 90% of our global workforce has participated in the SafeTEAMs program.

The program uses embedding tools to support implementation and to anchor the program across the organisation. This includes monthly themes, posters and in-field tools including pocket cards, toolbox talks, conversation starters, videos and leader briefings. In June 2024, for example, the SafeTEAMS monthly theme was 'Reframing' – encouraging staff to avoid 'blaming' people or circumstances in the face of unwanted or negative events, and instead adopt a learning mindset that allows the business to become more safe.

In 2024 IPL has built on the foundation laid by the SafeTEAMs program to begin work on SafeLEADER. SafeLEADER aims to explore, nurture and embed the leadership behaviours and values that make teams safe. The new program connects behaviours and mindsets through defining the role of a safety leader, leading our safety fundamentals and ensuring effective safety conversations to connect and engage. A cross-functional working group involving IPL's Human Resources and HSEC functions has been established to support the development of the program, with a goal of rolling it out in 2025.

Together, these programs will contribute to improved employee engagement through visible leadership, and an improvement in our Zero Harm performance.

SafeLEADERS

Safe, inclusive and high-performance culture

In a changing global economy, we believe the sustainability of our businesses rests on a culture that is safe, inclusive and high-performing.

Financial and impact risks
Risks of adverse impacts on our people as a result of harassment or discrimination in the workplace.
Risk of loss of vital experience and skills as our workforce ages and experienced senior colleagues retire.
Risk of failing to recruit and retain diverse talent, limiting IPL's ability to maintain a high-performing workforce.
Risk of disengagement of employees, adversely impacting IPL's employee value proposition, culture and productivity.
Financial and impact opportunities
Opportunity to enhance participation, education and promotion of Reconciliation objectives, which results in positive impacts on our people and communities.
Opportunity to build talent to address skills shortages.
Opportunity to ensure our workplaces are culturally and physically supportive.

Our people are at the core of who we are. It is through a safe, engaged, capable and committed workforce that IPL's businesses will continue to generate value over the long term. In 2024, IPL has continued to invest in the structures, policies and frameworks to build and maintain a safe, inclusive and high-performance culture across our global operations.

Governance of our people and culture related risks

The Board is IPL's highest governing body. It is responsible for approving IPL's Code of Conduct and corporate values, monitoring IPL's corporate culture, and encouraging and actively promoting ethical behaviour and compliance with the Company's corporate values, Code of Conduct and other governing policies and procedures.

The PRC assists the Board in its oversight of IPL's people and remuneration strategies, policies and practices to enable IPL to attract, retain and motivate Directors, executives and employees to create value for shareholders and support IPL to achieve its short-term and long-term strategic objectives; provide fair and appropriate remuneration having regard to the performance of the Company and the relevant Director, executive or employee; drive a high-performance culture underpinned by IPL's corporate values; and comply with relevant legal requirements. In addition to responsibilities related to remuneration, the PRC is responsible for reviewing the effectiveness of the following people strategies, policies and practices:

- IPL's People Strategy;
- IPL's organisational culture and employee engagement;
- Diversity, equity and inclusion (DEI); and
- Talent and succession.

As noted in the introductory Governance section of this report, the Board approved the revised name and Charter of the PRC (formerly Remuneration Committee) on 22 March 2024, expanding the Committee's remit to include oversight over IPL's culture and People Strategy, reflecting the importance of the Committee's role and oversight of these matters.

Executive Leadership Team governance bodies and roles

IPL's **Chief People Officer (CPO)** is an Executive Leadership Team member and is directly responsible for reporting to the CEO & MD and the Board on the effectiveness and execution of IPL's People Strategy. The CPO attends all PRC meetings, and periodically attends other Committee meetings to discuss people-related matters.

IPL's People Function is represented in a number of Executive Leadership Team level corporate governance bodies to ensure alignment between the People Strategy and other key health, safety, environment and community (HSEC) risks.

As an Executive Leadership Team member, the CPO attends meetings of IPL's **Ethics Committee** to ensure ethical business practices and policies are consistently implemented, and to ensure training programs and educational materials are maintained and made available to employees across the Group. The People Function is also represented at related cross-functional committees and working groups, such as the Psychosocial Working Group (coordinating IPL's work with the HSEC function to integrate psychosocial risks more fully into Group operational risk management) and the Human Rights Working Group.

The CPO also attends the **Executive Leadership Team Zero Harm Council (ZHC)**, which is responsible for endorsing the IPL Zero Harm Strategy and HSEC Management System, and which conducts regular reviews of health, safety, environment and community risks across the business, making functional improvement recommendations to ensure Group-wide performance. The CPO also participates in regular Business Performance Review meetings.

Key People and Culture policies

The following policies and their implementation provide a framework to manage sustainability-related risks and opportunities associated with our people and culture.

IPL's **Human Rights Policy** was updated in 2024 and is a cornerstone document, setting out our commitment to supporting and respecting the dignity, wellbeing and human rights of all our employees. Our Human Rights Policy is described in greater detail on page 21.

IPL's **Anti-Discrimination and Harassment Policy** articulates our commitment to developing a diverse workforce in an environment free of discrimination and harassment. The Policy states clearly IPL's 'zero tolerance' approach to discrimination and workplace harassment (including sexual harassment), and clearly defines discrimination, workplace and sexual harassment, bullying, and acts of retaliation (or victimisation). It also sets out the accountabilities for all employees (including contractors), managers and human resources specialists to ensure compliance, as well as the measures employees and management may take in response to alleged breaches of the Policy.

IPL's **Diversity Policy** sets out our commitment to building an inclusive and accessible organisation, and to a culture that embraces diversity.

Further information regarding IPL's governance and key policies can be found in the 'Our Governance' section of this report and on the **Corporate Governance** section of the IPL website.

IPL's People Strategy

A review of IPL's People Strategy took place late in our 2023 financial year to align it more closely with the delivery of our business strategy. This new People Strategy is focused on the following pillars:

- **Culture:** a safe, inclusive, high-performing culture
- **Leaders:** leaders who develop high-performing teams, aligned to our values
- **People:** talented and engaged people with the skills needed now and for the future
- **People Function:** a trusted and expert People Function

The below describes the 2024 highlights against each of the People Strategy pillars.

Culture

A safe, inclusive, high-performing culture

IPL's operating model review

In 2024 IPL undertook an operating model review designed to support our updated business strategy. Our operating model has been reviewed to ensure a cost-efficient core business while positioning resources in key areas to effectively pursue sustainable growth. Additionally, our structures are now more aligned and simplified, improving the connection of work through the levels of our organisation and providing our people with greater clarification of their accountabilities. This review also aligned talent to key strategic areas within the new operating model.

Throughout the review, we have kept our people informed about the operating model changes. Our well-established processes ensured that impacted employees were engaged directly and individually by their leaders, treated with care and respect, and provided with appropriate support during the transition.

Global People Insights Survey

In 2024 IPL's Global People Insights Survey measured our people's experience across engagement, experience vs expectations, inclusion, and wellbeing, along with critical areas that impact these measures. Measuring inclusion globally marks a milestone in our commitment to diversity, equity and inclusion. The results of this survey are being used to inform actions to enhance our people's experience at IPL.

Supporting psychosocial safety

IPL continued to raise awareness of the importance of identifying and addressing psychosocial safety hazards and seek ways to continue to build a mentally healthy workplace through our safety management system.

Facilities reviews

During 2024, 17 actions were implemented in response to findings identified through our Physical Workplace Equity and Inclusion Reviews, which were undertaken in 2023 and aimed at making our physical work environments safer, more equitable and more inclusive. The reviews involved identifying improvement opportunities across areas such as equitable bathroom facilities, ensuring personal protective equipment (PPE) accommodates physical and cultural differences, and physical accessibility.

Equity and Inclusion Reviews of core people processes

IPL continued its People Process Reviews, aimed at identifying opportunities to improve the equity and inclusion of our core people processes. In 2024, we completed reviews of our onboarding, pre-employment medical and talent and succession processes. Further reviews are planned for 2025.

Reconciliation Action Plan

IPL released its 2024-26 Innovate Reconciliation Action Plan (RAP) in 2024, setting out our commitment to generating long-term economic and social opportunities for Aboriginal and Torres Strait Islander peoples while preserving and celebrating their rich cultural histories.

NAIDOC Week Celebrations

We continued to raise awareness of the experiences of our Aboriginal and Torres Strait Islander colleagues through them sharing their stories across the business.

Upstander program

IPL's Upstander training, aimed at creating a culture where it is safe for everyone to speak up about inappropriate behaviour, including Code of Conduct breaches, continued to be rolled out in Australia. In 2024, 565 employees participated in the program, with 54% of our Australian employees having completed the program.

Launch of IPL's new reward and recognition platform 'Appreciate'

In 2024 we launched a global reward and recognition platform called 'Appreciate'. This platform was utilised to reward and recognise all employees globally for every month in which our safety and financial objectives were met.

Leaders

Leaders who develop high-performing teams, aligned to our values

Leadership Foundations program

IPL's Leadership Foundations program, aimed at developing the fundamentals of leadership, was continued in 2024. In 2023 the program was extended to leaders across all levels to support the embedding of fundamental leadership tools across all levels of our organisation. 70% of all leaders in Asia Pacific and 91% of all leaders in the Americas region have now completed the program.

Frontline Management program

We have continued our Frontline Management training program in Australia, designed to equip managers with practical skills for core IPL operational and business processes. Nearly all (99.5%) Australian-based Frontline Leaders across our Dyno Nobel Asia Pacific (DNAP) business unit have participated in the training.

LEAD program

13 leaders in our Americas business participated in the LEAD program, a 12-month leadership program designed to build senior leadership capability.

Inclusive Leader program

We revised and piloted a new Inclusive Leader program to equip leaders with practical skills and tools on how to be inclusive. The program is being reviewed for global application.

People

Talented and engaged people with the skills needed now and for the future

Talent development and succession planning

In 2024, IPL evolved our talent development practices to build succession pipelines for critical roles and ensure our bench strength across the business. To support this work, we introduced quarterly Talent Councils, to ensure the effectiveness of our talent development and succession planning.

'My Potential' development program

Our 'My Potential' development program continued in 2024. The program is designed to enable our female high potential talent to reach their potential and achieve their career ambitions.

Americas' first trainee program

Our Americas business piloted our first trainee program, hiring eight new trainees.

Internship program

We continued our internship program in the Americas business with 47% of the interns being women.

Graduate program

Our Australian business continued its Graduate Program, with 40% of the 2024 cohort being women.

American Australian Association scholarship

Our collaboration with the American Australian Association continued and we awarded a scholarship to a veteran for an international academic exchange.

People Function

A trusted and expert People Function

Internal capability

IPL's People function continues to prioritise attracting and developing its in-house expertise to support our evolving business strategy.

Direct engagement approach

Changes in Australia's Fair Work Act (Secure Jobs, Better Pay) and the evolving employee relations landscape have required IPL and other businesses to comply with the new legislation.

Our ongoing commitment to listening and responding to employee concerns – whether through formal channels such as collective bargaining, people surveys, or direct feedback – enables leaders across the business to foster a culture of productivity and engagement.

Our progress on diversity, equity and inclusion (DEI)

As a global organisation with operations in many countries across six continents, IPL believes that diverse talent, and an equitable and inclusive workplace, is vital to the success of our business. A focus on diversity better enables IPL to hire exceptional talent by recruiting from a larger population. This diverse talent also broadens the skills, viewpoints, and ideas brought to solving our customers' and our business' challenges and enables us to be better partners with the communities in which we operate.

Given the criticality of DEI for IPL, the below section has been included to describe progress against our representation targets, along with more detailed case study highlights.

2024 outcomes

During 2024, IPL made progress against our female and First Nations Australian representation targets, as detailed in the below table.

GENDER	TARGET	2024 PERFORMANCE AGAINST TARGETS	2024	2023
Leaders	**Board:** Gender balance (no less than 40% female and 40% male)	Below target	28.6%	25.0%
	Executive Leaders (ET and ET+1)[1]: Gender balance (no less than 40% female and 40% male) by 2028	Progress towards 2028 target	28.0%	25.4%
	Senior Management: Year on Year (YOY) improvement	At target	21.6%	21.3%
Overall workforce	**Business units[2]:**	Stretch (6.3% YOY improvement)[3]	DNA: 11.7%	DNA: 11.0%
	Target 2% YOY improvement	Stretch (4.5% YOY improvement)[3]	DNAP: 18.9%	DNAP: 18.0%
	Stretch target 4% YOY improvement	Below target (1.1% YOY improvement)[3]	IPF: 24.9%	IPF: 24.6%
	Functions: Gender balance (no less than 40% female and 40% male)	At target	47.9%	49.2%
First Nations Australians	**Target**	**2024 PERFORMANCE AGAINST TARGETS**	**2024**	**2023**
Australian Workforce	3% of Australian workforce	At target	3.1%	2.9%

1 ET represents the Executive Leadership Team.
2 For the US there is a focus on compliance with legislation and meeting goals associated with our Affirmative Action Program.
3 Percentage improvement figures have been calculated using more than one decimal for greater accuracy.

Inclusive places: making mothers welcome in Mexico

In July 2024, Dyno Nobel's Dinamita Site in Mexico cut the ribbon on a new room designed to allow women employees with infant children to breastfeed on-site.

The design of this important investment was informed by both legislation and the Physical Equity and Inclusion review process that IPL has conducted across its global operations since 2023 to identify opportunities to make places and jobs more equitable and inclusive for our employees.

The Dinamita Team was proud to announce that 'in Dyno Nobel Mexico, motherhood is lived with dignity'.

Celebrating our female leaders

In July 2024 Chemistry Australia announced that it had awarded the 2024 Chemistry Australia Chief Executive Woman (CEW) 'Woman Leader in STEM' Scholarship to IPF's Director of Research and Development, Dr Roya Khalil.

Dr Khalil is an accomplished business leader with over 20 years' experience in R&D and innovation management. In her role with IPF, she leads a multidisciplinary team focused on the development of IPF's Enhanced Efficiency Fertilisers, nutrient recycling, sustainability, greenhouse gas mitigation and soil health technologies. She also serves as Partner Investigator at the University of Melbourne's ARC Research Hub for Smart Fertilisers, and contributes to academia as an Advisory Board Member of the Australian Graduate School of Engineering at the University of New South Wales.

The 2024 Chemistry Australia CEW Woman Leader in STEM Scholarship will give Dr Khalil the opportunity to advance her leadership skills and connect with other inspiring leaders by attending the Women Transforming Leadership Program at Oxford University in the United Kingdom.

Dr Khalil is an outstanding female leader in STEM. We congratulate her on her accomplishments and well-deserved recognition.

Supporting First Nations Australians

In 2024 IPL released its Innovate Reconciliation Action Plan (RAP) for 2024-26. The Innovate RAP sets out our commitment to generating long-term economic and social opportunities for Aboriginal and Torres Strait Islander peoples while preserving and celebrating their rich cultural histories.

IPL is committed to raising awareness of Australia's First Nations cultures and the ways in which IPL's operations interact with Country. Our celebration of NAIDOC Week in 2024 brought to light stories from our Aboriginal and Torres Strait Islander colleagues that bore witness to the vitality and endurance of Aboriginal and Torres Strait Islander communities and culture. Sites across Australia joined in activities to celebrate and recognise Aboriginal and Torres Strait Islander culture.

AUSTRALIAN FIRST NATIONS EMPLOYMENT	2024	2023	2022
Australian First Nations employees in our Australian workforce	3.1%	2.9%	2.9%

Our series of 'Toolbox Talks' to support our reconciliation efforts have also continued. These focus on educating our people about Indigenous culture and raising awareness about significant dates for Australia's First Nations Peoples, such as National Reconciliation Week and NAIDOC Week.

In 2024 our Australian workforce met the target of 3% First Nations employees, a milestone achievement for IPL.

We also continue to work to steadily increase our procurement spending with First Nations suppliers, meeting our 2024 target of $500,000.

Truth-telling: learning from our First Nations colleagues' meaningful histories

IPL takes seriously its commitment to celebrating Australia's Indigenous history and culture. Key events in our Australian calendar serve as opportunities for our employees to learn more about First Nations culture and history.

National Reconciliation Week this year took place under the theme: 'Now More Than Ever', a nod to the heartache felt by many Aboriginal and Torres Strait Islander people and non-Indigenous Australians following the defeat of the Constitutional Referendum in 2023, and the desire to reaffirm a continuing commitment to Reconciliation.

As part of National Reconciliation Week celebrations Peter Bass, a site supervisor from Dyno Nobel's Blackwater site, shared his moving story of having discovered recently that he himself had been part of the Stolen Generation.

NAIDOC Week in 2024 was held under the banner of 'Keep the Fire Burning! Blak, Loud and Proud'. The NAIDOC Committee selected this theme to celebrate not only the survival but also the relentless spirit of Aboriginal and Torres Strait Islander communities.

This year, IPL employees heard the inspiring story of Siouxie and Sheldon Bobbert, a young Indigenous married couple who work at Dyno Nobel's Curragh Mine Site. Siouxie is a proud Jawoyn and Dagoman woman from Katherine in the Northern Territory, and Sheldon is a proud South Sea Islander from Bowen in North Queensland.

Both had experienced tragedies in their family histories: Sheldon's ancestors were blackbirded (kidnapped) from Vanuatu to become slaves in Australia, while Siouxie's grandmother had been taken from her family as a child as part of the Stolen Generation. The hardships their ancestors faced have imbued Siouxie and Sheldon with a strong sense of identity, and a commitment to valuing and celebrating their living, vibrant Cultures.

Relationships with communities that build trust and resilience

'Care for the Community and our Environment' is one of IPL's Corporate Values. We are committed to building long-lasting and meaningful relationships with our local communities that build trust and resilience.

Financial and impact risks
Risk of impacts from IPL operations on sites of cultural significance to First Nations peoples, impacting on their cultural heritage and rights.
Risk of pollution, accidental release or safety incidents at IPL operations that adversely impact people and communities.
Risk of loss of social licence to operate due to a lack of communication and engagement with local communities.
Financial and impact opportunities
Opportunity to design community engagement plans based on the needs of local communities we interact with, resulting in positive social impacts for people and employees.
Opportunity to promote further engagement between our operations and local communities to achieve positive social outcomes, resulting in a more engaged, motivated and productive workforce.

Our approach to community engagement is relationships with our communities that build trust and resilience. As a global business IPL is committed to being a valued corporate citizen in the communities in which we operate. We respect each community's values and cultural heritage and take these into consideration when carrying out our operations.

Governance of community-related risks and opportunities

IPL's Board oversees and guides the Group's approach to engaging with communities across its our global businesses and aims to integrate this approach into our day-to-day operations.

Board committees and key Executive Team roles

The Board committees and key Executive Leadership Team roles for the management of community-related risks and opportunities are the same as those previously described under the 'Governance of Zero Harm' section of this report. The Board's HSEC Committee holds primary responsibility over the management of health, safety, environment and community (HSEC) risks and IPL's community engagement, community investment and community support activities. The HSEC Committee receives an annual report from management on community engagement activities and community giving made in line with IPL's Community Investment Framework.

The key body responsible for reporting to the HSEC Committee is the Executive Leadership Team ZHC, which conducts regular reviews of health, safety, environment and community risks across the business. Management of risks that could impact local communities, including First Nations Communities, is governed under the HSECMS which contains our HSEC Standards, including HSEC Community Standard 13, which is described in more detail below under 'Key policies and systems for keeping our communities safe'. Our HSEC standards are reviewed annually by the HSEC Committee as described under 'Governance of Zero Harm' in the 'Zero Harm: Keeping our People Safe' section of this report. At the Executive Leadership Team level, our CHSEOEO is responsible for the HSECMS, which includes reducing the impact of our operations on communities.

The HSEC Committee works closely with the ARMC to ensure risks are adequately integrated into the Group Risk Management Framework and associated risk management systems.

Key policies and systems for keeping our communities safe

Our **HSEC Community Standard 13** assigns day-to-day responsibility for assessing community impacts and implementing engagement programs to local management at each of our sites. This approach recognises that our site managers best understand their local community's needs and concerns. Local priorities are informed by this Standard, which sets our minimum requirements for community safety and engagement.

As a result, the management of risks and opportunities associated with communities is integrated into our broader HSEC risk management approach and we have robust safety measures in place to monitor, manage and prevent any potential risk or impact to the local communities in which we operate. For example, due to the potentially hazardous nature of industrial and agricultural chemicals, IPL's on-site staff are well trained to cooperate and engage with local community leaders and first responders on how to keep the community safe in the unlikely event of an incident.

In addition to our robust safety measures, many of our sites are required by law to communicate regularly with our communities regarding safety plans and emergency procedures. In the Americas, 73% of our sites fall into this category; and in the Asia Pacific region, the number is 24%. These sites regularly engage with communities and first responders to share community safety plans and emergency procedures in the event of a potential incident. In Australia, some of these sites are classified as Major Hazard Facilities, and follow Safe Work Australia guidelines for communicating with their communities.

Key policies and systems for engagement, support and connection

IPL's **Sustainable Communities Policy** sets out our commitment to engage with communities and contribute to their social, educational and economic development. Along with HSEC Community Standard 13, the policy supports our site managers to listen to, and work with, their communities to act as a valued corporate citizen and to demonstrate respect and support for each community's values and cultural heritage.

Our sites create shared value for their communities through:

- Providing local employment opportunities.
- Paying royalties and taxes to local, regional and national governments, in accordance with relevant laws.
- Encouraging all employees to carry their health, safety and environment commitments from the workplace and into their homes and communities.
- Conducting honest and regular engagement with communities.
- Supporting communities directly through funding, sponsorship and in-kind support.

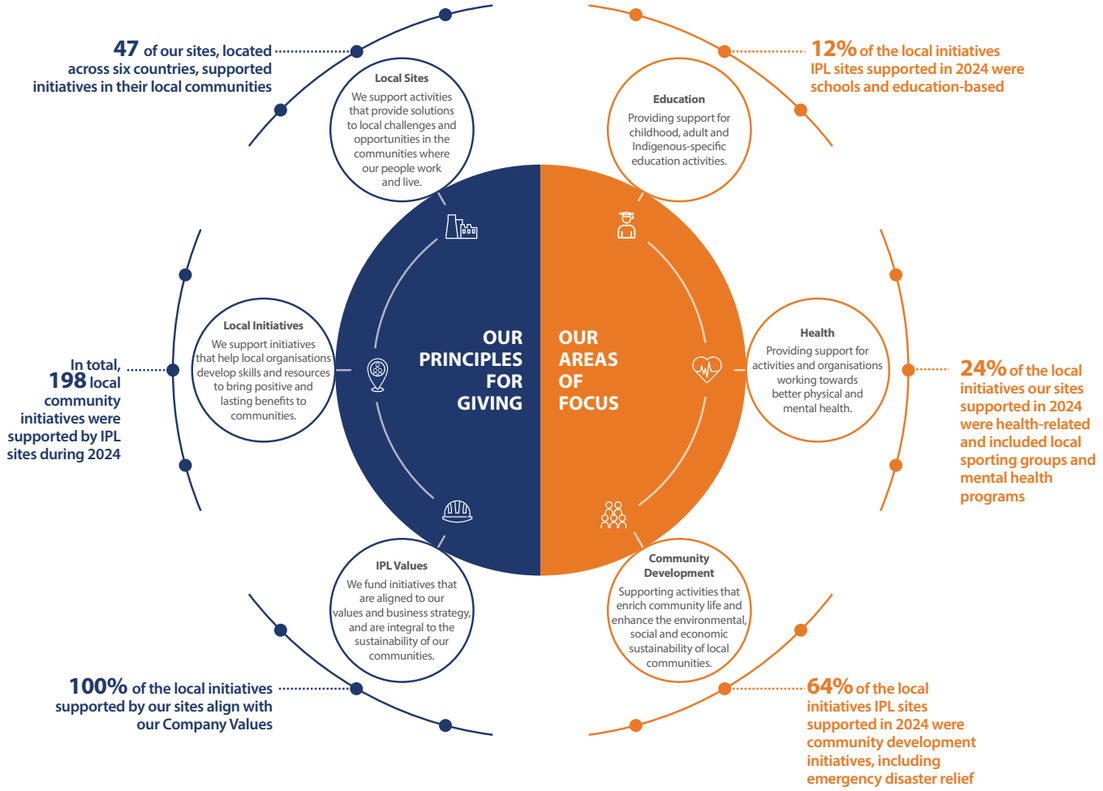
IPL's Sustainable Communities Policy also places special emphasis on Indigenous peoples, in Australia and abroad, and sets out the Group's commitment to:

- Respecting and protecting land of special cultural significance that is close to IPL operations, supported by IPL's Refusal to Work policy (see below).
- Seeking to provide training, employment and business opportunities for Indigenous peoples in specific areas of operation.
- Seeking to support local Indigenous communities through sponsorship of community events or activities that promote health, education and agricultural programs.

IPL's **Refusal to Work Policy** articulates IPL's support for employees to cease work where they have concerns that an action about to be taken may pose a risk to workers, communities, sites of cultural significance for Australian First Nations or the environment. Employees may refuse to work until the matter is reported internally and appropriate assessments have been completed.

The **IPL Community Investment Framework** sets out our strategic approach to community engagement and the provision of funding, sponsorship and in-kind support to local communities. It empowers our site leaders to develop a community engagement plan designed for their local community's needs, with many sites including a specific budget for their local community investment activities. These budgets and plans are subject to a biannual reporting of expenditures to business unit leaders. Our Community Investment Framework is intended to support a more strategic approach to community investment and is described on the following page.

IPL's Community Investment Framework



Community engagement and investment in 2024

Due to our local, site-based approach, there are a large and diverse number of community engagement strategies and plans across our global operations.

During late 2023, we surveyed all sites with more than 30 employees as part of a review to assess both the effectiveness of our Community Investment Framework and how we might support our local site managers to better engage with their communities. The survey found that 74% of our global sites give time and/or financial support to local schools or charities and that 32% of sites have a specific budget for community giving and/or engagement.

56% of our global sites have a formal or informal community engagement plan and 47% discussed and considered the social issues in their local communities when planning their community engagement activities. The results of the survey have assisted in planning during 2024 to resource a refreshed approach to community engagement during 2025.

During 2024, IPL sites donated a total of $894,461 through IPL's Dollar-for-Dollar program, the Australian Workplace Giving program and various site-based initiatives, including in-kind donations and employee volunteer hours. All of these were made in line with our Principles for Giving, which are part of our Community Investment Framework.

Some key highlights during the year include:

- Promoting and providing support for our colleague Shane Slegers, and his partner Lee, to participate in the Q1 Sea to Sky challenge to raise awareness and funds for mental health education through Livin. Our IPF President encouraged employees to support Shane and consider donating to Livin through his fundraising page. IPL offered dollar-for-dollar donation matching of up to $500 per employee, with a total matching donation of $2,397.
- Over the holiday season in the US, our DNA Finance Team had the opportunity to volunteer at the Primary Children's Hospital Ronald McDonald House in Utah. They bought, cooked and served lunch for families with children staying at the hospital and, over three different lunch dates, they fed 210 people.
- On 8 March 2024 in Perth, Western Australia, DNAP held their Annual Charity Golf Day in support of Broken Crayons, a self-funded charity dedicated to aiding women, men and children in escaping family and domestic violence. Thanks to incredible support from sponsors and DNAP customers, the event raised a total of $63,000 to help Broken Crayons purchase a truck with a tail lift to lift heavy furniture when helping men and women escaping family or domestic violence situations.
- The Emergency Response Teams at our remotely located Phosphate Hill site in north-western Queensland are often called out to volunteer in assisting neighbouring mines, cattle stations and local communities with medical emergencies, road accidents and search and rescue. In December 2023, they attended a bushfire started from lightning storms. Working with our mining contractor Goldings, who provided a grader, and Chatworth station staff, the fire was brought under control at approximately 12am the next morning.

DNAP rallies support for Indonesian colleagues who lost their homes

During the year, our employees generously donated in support of several of our Indonesian colleagues, who lost everything they owned in a fire that destroyed over 100 homes in the small mining community of Binungan, Indonesia. Our Employee Support Fund managed to raise $30,000 including matching donations of up to $500 per employee donation.

In addition to financial support, our Dyno Nobel team in Indonesia were on the ground at the time of the fire and were instrumental in providing our colleagues with immediate help in the form of food, clothes, groceries, kitchen equipment, toiletries and fresh water. The donations and immediate actions of DNAP teams aimed to assist our friends and colleagues in Indonesia to begin rebuilding their lives in the wake of this tragedy.

The photo above shows one of the homes which was rebuilt using the funds raised.

INCITEC PIVOT LIMITED PEOPLE AND COMMUNITIES

Happy Feet in Kentucky

At Dyno North America's Graham Kentucky Initiating Systems Manufacturing site, a team of volunteers known as the GRKY PEACE team has managed local community engagement and investment on behalf of their site for many years. This team works throughout the year to raise money through various fundraisers, and in 2024 focused on helping the youngest members of their community.

In July 2024 the GRKY PEACE team donated US$1000 to Happy Feet, a non-profit group operating in Kentucky and Illinois. Happy Feet runs the 'Happy Feet Equals Learning Feet' program, developed to help children learn at school by investing in their emotional wellbeing.

The GRKY PEACE team's donation to Happy Feet has helped them provide a new pair of shoes to every student identified in need by the Family Resource Youth Service Center Coordinators at each of the program's participating schools.

In August 2024 the GRKY PEACE team also donated US$500 to a local program to provide meals for school children experiencing food insecurity in the local community.

It is an example of how our colleagues are connecting with their local communities and using their creativity and energy to make a real difference.

STEM program inspiring young Australians

Employees from our Gibson Island site in Brisbane attended Kuraby State School for the AREEA Bright Future STEM program, showcasing their careers with Dyno Nobel to a group of 70 enthusiastic Grade Six students. The team engaged the students in a series of dynamic STEM activities, designed to spark their interest in science, technology, engineering and maths. Through hands-on experiments and interactive discussions, our employees demonstrated the fascinating applications of STEM in the resources and energy sectors, highlighting Dyno Nobel's role in the explosives business.

This initiative not only provided students with a glimpse into potential future careers but also underscored the importance of STEM education in cultivating the next generation of innovators and problem-solvers essential for addressing the challenges of a rapidly evolving world. For Dyno Nobel, innovation and technological advancement are key to maintaining our competitive edge globally. By inspiring young minds through programs like the AREEA Bright Future STEM program, we contribute to building a skilled workforce capable of deriving sustainable growth and technological progress. Engaging with students at an early age helps ensure a steady pipeline of talent that will sustain not only our industry but also Australia's broader economic and social prosperity.

Engaging with First Nations Communities

There are two IPL sites on land which has sites of cultural significance to Australian First Nations communities. One is our Phosphate Hill manufacturing facility, which is located in remote north western Queensland, where we mine phosphate rock for use in the manufacture of DAP and MAP fertilisers. Due to the importance of culturally significant artefacts which have been found on and near the site, our Phosphate Hill team engaged with the local Yulluna People to ensure their contribution to the development of a plan to protect any cultural artefacts which may be undiscovered on the site.

Together with Yulluna community members, who are the Traditional Owners of the land, a **Cultural Heritage Management Plan** was designed. The plan sets out a number of procedures which ensure that decisions about the expansion of phosphate rock extraction into previously undisturbed areas follow consultation with the Traditional Owners of those lands.

Whenever they are considering new or expanded operations, site managers are responsible for creating their own Cultural Heritage Management Plans with Traditional Owners. These set out clearly responsibilities, approaches and timeframes within which IPL must meaningfully engage with those Traditional Owners, learn from them about the cultural significance of a site, and work with them to identify and design protections for any culturally significant artefacts or places. IPL is committed to ensuring our operations proceed only with the fullest possible consultation with First Nations peoples whose lands may be affected.

IPL's broader commitment to Australian First Nations people and communities is also described in our Innovate Reconciliation Action Plan, and in our celebration of First Nations culture and history through days of significance in Australia, such as NAIDOC Week and National Reconciliation Week. These are detailed in the People and Communities section of this report.

Protecting First Nations' cultural heritage

IPL has robust systems in place to ensure that our operations are fully aware of their potential impacts on sites of cultural significance to First Nations people, and that we work with those communities to identify, protect and preserve these.

The Yulluna People are the Traditional Custodians of the lands at and around IPF's mining site at Phosphate Hill, Queensland, in Australia. IPF has established a close relationship with the Yulluna community since 2012, and agreed a Cultural Heritage Management Plan to govern local operations.

Under the Plan, any plans for expansion of phosphate rock extraction or other operations onto previously undisturbed land are subject to a Permit to Disturb – a form that requires the written consent of the Yulluna people's representative, and their participation in the cultural mapping of that land. Together with IPF employees, Yulluna Elders lead a walk on Country, covering a grid to share significant cultural stories relevant to the land, and to identify any artefacts with cultural meaning. Significant permanent sites are marked on a digital map and later physically identified for protection; while small, moveable objects are carefully collected and relocated to these areas under oversight, and with permission, of Yulluna community members. The final Cultural Heritage Report must be signed by a Yulluna Aboriginal Committee team leader.

In 2024, the IPF HSEC team and representatives of the Yulluna People have conducted four such campaigns, covering a total of 1,600 hectares surveying on Country.

These walks represent a unique partnership between our Phosphate Hill employees and First Nations people as they collaborate in locating and preserving artefacts which represent thousands of years of Aboriginal history at this location and have significant meaning to the Yulluna community. It is an ongoing investment in Reconciliation in action, through building a relationship of respect and transparency, and allows IPF to integrate consultation, collaboration and cultural respect into its operational decisions and activities. As a result, there have been no known accidental interactions or damage to Yulluna sites of cultural significance in the history of the Cultural Management Plan.

Sustainable Returns

INCITEC PIVOT LIMITED SUSTAINABLE RETURNS

IPL recognises climate change as a material and strategic issue for our businesses. At the most senior levels of management, climate change-related impacts, risks and opportunities are integrated into our consideration of strategy, investment decisions and risk management processes. We assess our performance against our climate change commitments and reflect these in remuneration outcomes.

Financial and impact risks
Risk that policy change results in adverse financial impacts on IPL's decarbonisation projects.
Risks associated with accurately tracking and reporting IPL's Scope 1, 2 and 3 GHG.
Risks associated with maintaining profitability throughout the transition to a low carbon economy, including a shift from thermal coal mining to new world metals; carbon pricing risks; legal and regulatory risks; increasing insurance costs; and potential for stranded assets.
Risk of physical impacts, including hotter temperatures and increasing extreme weather events, adversely impacting IPL and our customers and/or supply chains, as well as impacts on people, communities and the environment.
Risk that increasing water shortages in some regions impact both IPL's manufacturing operations and local communities.
Risk that business growth increases GHG emissions.
Risk that inadequate management of Just Transition risks impacts IPL employees and communities.
Financial and impact opportunities
Opportunity to continue to engage in collaboration with governments on green ammonia and hydrogen strategy assisting both IPL and governments to meet GHG reduction targets.
Opportunity to comprehensively track, measure and monitor Scope 3 GHG to provide high quality Scope 3 GHG information to customers, providing a competitive advantage.
Opportunities that low carbon manufacturing of products, as well as continued development of products and services, results in lower customer GHG emissions, and provides IPL with a competitive advantage.

Our strategic investments in decarbonising our operations and managing the risks and opportunities associated with climate change are investments in the long-term resilience of our businesses, and in ensuring sustainable financial returns for our shareholders. This section of the report summarises our governance structures and strategic response to climate change, including our decarbonisation projects. For more detail on our 2024 climate-related scenario refresh, updated risk and opportunity assessment and a comprehensive list of material risks and opportunities related to climate change, see our **2024 Climate Change Report.**

Our climate change strategy

We recognise that global demand for food, energy, technology and infrastructure is both growing and changing. A decline in global demand for thermal coal and growing demand for critical and rare earth minerals is driving change for our mining customers. At the same time, a growing global middle class and greater urbanisation means that demand for food and fibre, and the mineral and aggregate inputs required for cities, infrastructure and clean energy technologies, is rising.

We believe that innovative fertiliser and explosives products and services will play an increasingly important role in reducing GHG while increasing yields of food and fibre, and efficiently and effectively accessing the minerals and aggregates required for new technologies and infrastructure rebuilding in a world impacted by climate change.

Our Climate Change Policy describes how the management of the risks, opportunities and impacts associated with climate change is integrated into our six strategic drivers, on which the success of the Company is built. Together with our policy commitments, these strategic driver components form the four pillars of our Climate Change Strategy, as shown below.

Our climate strategy pillars

Ensuring strong governance

Reducing operational emissions

Delivering products and strategies to reduce scope 3 emissions

Managing strategic business risks and opportunities

IPL's six strategic drivers

Talented and Engaged People: The right people in the right roles, within a culture of innovation, with climate change management roles, responsibilities and accountabilities clearly defined.

Manufacturing Excellence: Reduce emissions, increase efficiencies and explore new technology.

Leading Technology Solutions: Develop and deliver products and services which reduce customer GHG.

Customer Focus: Partner strategically for customer solutions and sustainable product use.

Profitable Growth: Manage climate-related financial risks and opportunities strategically.

Zero Harm: Build resilience to physical climate change risks and advocate for a just transition.

Pillar 1: Ensuring strong governance of climate-related risks and opportunities

The **IPL Board** oversees IPL's climate change strategy, performance and governance responsibilities. Climate-related issues are integrated into the Board's review and guidance of business strategy, major plans of action, risk management policies, major capital expenditures and acquisition and divestiture decisions. This includes oversight of the application and use of IPL's internal carbon pricing model.

The Board is also committed to transparency in reporting progress on IPL's climate change strategy. It has committed to putting the Group's climate change strategy and progress on the IPL Transition Plan to shareholders for a non-binding advisory vote every three years. At IPL's 2022 Annual General Meeting, our climate change strategy received a strong 89.93% approval by shareholders. This approach complements IPL's broader engagement with shareholders and other stakeholders about the risks and opportunities climate change presents for IPL's business.

Board Committees

The **Audit and Risk Management Committee (ARMC)** of the Board has oversight of climate-related risk management, although the Board retains overall accountability for IPL's risk profile. The ARMC reviews risk scenarios, risk analyses and mitigation strategies, as well as how climate change-related risks are integrated into IPL's risk management processes. The ARMC receives reporting on climate change-related risks and opportunities in three ways:

- **Standard risk reporting,** which is undertaken at each of the five ARMC meetings per year.
- **The annual Risk Review process** with the Executive Team (Executive Leadership Team) that informs the ARMC on the Group's strategic risks and mitigation plans.
- **By exception**, as required by other significant events and progress related to the management of climate change related risks, these are reported to the ARMC as required.

The ARMC is responsible for reviewing three-yearly updates of IPL's future climate-related risk scenarios, and risk and opportunity assessment, which have been updated this year. For more details, see the **2024 IPL Climate Change Report.**

The **Health, Safety, Environment and Community (HSEC) Committee** of the Board assists the Board in overseeing the Group's health, safety, environment and community (HSEC) performance and governance responsibilities, and the adequacy of the Group's HSEC Management System, which contains the HSEC Standards. These are described in greater detail under 'Zero Harm – Keeping our People Safe' in the 'People and Communities' section of this report.

The HSEC Committee's remit includes the management and governance of climate change issues as they impact employee health and safety. This includes risks to our people associated with extreme weather events, such as emergency planning and response procedures for our operations relating to extreme weather events; and the management of risks to the environment which are likely to be exacerbated by climate change, such as procedures to monitor and plan for an increasing risk of pond overflows and other releases to the environment due to changes in rainfall patterns over time.

The HSEC Committee also assists the Board in its review and approval of IPL's annual Sustainability Report and Climate Change Report.

Enhancing our climate awareness and access to expertise

During the past few years, the Board has taken a number of measures to ensure that its decisions are informed by climate change science and by expert advisers. This has included:

- Individual Directors attending climate change related briefing sessions led by experts, including sessions on the changes to climate reporting requirements.
- Undertaking climate change-related programs.
- Partaking in climate change-related delegations and roundtables.
- Undertaking self-education by reading climate change-related material and attending webinars.

As part of our preparation for mandatory ASRS reporting, during 2025/26, we plan to consider the development of an enhanced training program to further bolster the Board's climate risk management skills.

The **People and Remuneration Committee (PRC)** of the Board provides oversight and advice in relation to the determination of remuneration policy and its application for senior executives, performance evaluation, the adoption of incentive plans, and various governance responsibilities.

Since 2015 the Board has linked Executive Key Management Personnel (KMP) remuneration outcomes to the management of specific risks and opportunities relating to the sustainability of its business, including risks relating to safety, climate change and the development of customer technology solutions for sustainable outcomes. For 2024, key performance indicators (KPIs) relating to the delivery of various climate change-related projects made up 10% of the short term incentive (STI). The projects included the Moranbah and LOMO N_2O Tertiary Abatement Projects. With the practical and technological challenges related to reducing GHG emissions in the longer term, a climate change-related performance condition (10%) was also included in the Long Term Incentive (LTI) Performance Rights Plan 2021/24 (LTI 2021/24) as an additional 'at risk' metric. For more detailed information please refer to the Governance section of the **2024 IPL Climate Change Report**.

Executive Team-level bodies and accountabilities

Below the level of the Board, key management decisions are made by the CEO & MD, his Executive Leadership Team and senior management, in accordance with their delegated authority. The CEO & MD is responsible for delivering the climate change strategy approved by the Board.

The following Executive Leadership Team bodies support the CEO & MD and the Board Committees in executing their responsibilities relating to the management of climate change-related risks and opportunities:

The DETSC was absorbed into the Executive Leadership Team in 2024. This ensures that the primary responsibility for implementing our Net Zero Transition Pathway and strategically managing business risks and opportunities relating to climate change rests with the Executive Leadership Team. DETSC sessions include all Executive Leadership Team members, the Corporate Sustainability Manager, and the Vice President Strategic Project Development, who oversees major decarbonisation projects.

The SCC was also integrated into the Executive Leadership Team in 2024. Meetings are attended by all Executive Leadership Team members and the Corporate Sustainability Manager. This ensures Executive Leadership Team oversight of IPL's sustainability strategy and Executive Leadership Team direction on the management of broader climate change and ESG-related issues which are material to IPL's long-term financial sustainability. It also ensures responsibility for driving change across our business, monitoring our performance on key sustainability metrics, and exploring trends and opportunities for improvement is held by the Executive Leadership Team.

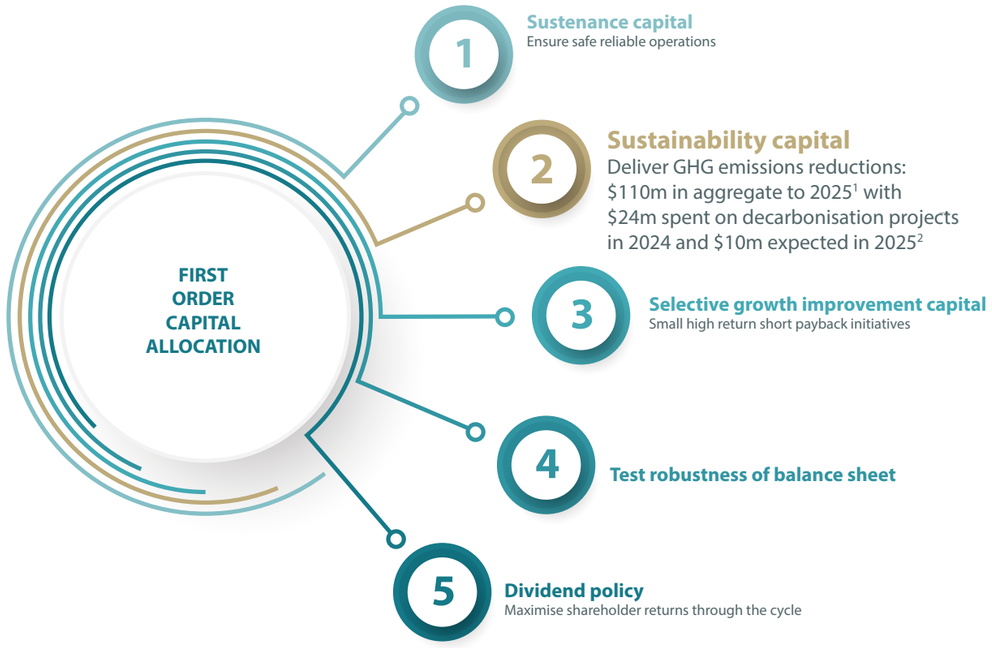
The roles of individual senior executives in these committees are described in greater detail in our **2024 Climate Change Report**.

Cross-functional bodies

The **Carbon Pricing Steering Committee (CPSC)** is chaired by the Corporate Sustainability Manager and includes manufacturing, strategy, finance, treasury, environmental and energy contract management personnel across our global operations. The CPSC oversees the processes to monitor and measure facility emissions against baselines and ensuring regulatory requirements are met.

Investing in our decarbonisation journey

In 2022 the DETSC established 'Sustainability Capital' as one of the five 'First Order' capital allocation principles in IPL's Capital Allocation Framework.



This has supported the integration of decarbonisation into IPL's consideration of our highest priority capital investments with funds allocated to progress a range of major decarbonisation projects. $50m was spent on such projects in 2023 and $24m was spent in 2024.

We have also included internal carbon pricing in capital expenditure assessments for projects at our major manufacturing sites in Australia since Australian Carbon Credit Units (ACCUs) were introduced in 2012, with the price reflecting the market price of ACCUs. In 2021, the Board formally approved the application of this carbon price to all future growth capital and investment decisions. The price is currently $34, and is projected to increase to $41 by 2026, $91 by 2030, $224 by 2040 and $347 by 2050 in real terms. A range of carbon prices are also included in our scenario analyses – please see our **2024 Climate Change Report** for more details.

1 Includes spend on the WALA CCS project prior to sale of the facility and spend incurred to date on the Gibson Island Green Ammonia Project. Does not in include anticipated future spend on the Gibson Island Green Ammonia Project given final investment decision is yet to be made.

2 Does not in include anticipated future spend on the Gibson Island Green Ammonia Project given final investment decision is yet to be made.

Pillar 2: Reducing operational GHG emissions

During 2024 we continued to progress a range of projects in line with our Operational GHG Transition Plan. These are described in more detail in our **2024 Climate Change Report**.

Transitioning our explosives business

Our Dyno Nobel business has established a pathway to reduce operational (scope 1&2) GHG by 42% by 2030 against its 2020 baseline through the following projects:

Moranbah Tertiary N_2O Abatement

11% Reduction against Dyno Nobel 2020 baseline

Dyno Nobel Moranbah nitric acid plant was built in Queensland in 2012 as part of our Moranbah ammonium nitrate (AN) manufacturing facility. The plant was built with secondary N2O abatement, reducing potential N_2O emissions by 50-60%, or an estimated ~400,000 tCO_2e each year for the past nine years.

In April 2024, our $20m Tertiary N_2O Abatement project was completed and officially opened. The abatement unit is expected to have a lifespan of 20 years and will abate approximately 200,000 additional tonnes of CO_2e per annum which is comparable to taking almost 50,000 cars off the road or planting more than three million trees each year. The plant is operating well and is expected to reduce IPL's global operational GHG by 7%, underpinning the short-term absolute reduction target of 5% against its 2020 baseline.

Because it reduces the scope 1 GHG associated with manufacture of our ammonium nitrate explosives, the project will also reduce the scope 3 GHG emissions of the customers who buy AN from Moranbah.

LOMO Tertiary N_2O Abatement

30% Reduction against Dyno Nobel 2020 baseline

Dyno Nobel's Louisiana, Missouri (LOMO) AN manufacturing facility has the Company's only nitric acid plant without some form of abatement already installed. For this reason, abatement of N_2O at LOMO has been under investigation for some time.

Last year, the LOMO Tertiary N_2O Abatement Project passed through Front End Loading (FEL) stage, with $2.8m invested. During 2024, the project was approved for installation in 2025 and is expected to reduce scope 1 GHG by ~520,000 tCO_2e annually. This will decrease Dyno Nobel's global operational GHG by 30%, and IPL's by 19%, against their 2020 baselines. It will also reduce the scope 3 GHG for customers who buy AN from this plant.

Gladstone Green Ammonia Project

The global market for ammonia is also poised to triple in the coming decades. Nearly all the growth is expected to come from low-carbon ammonia supply and global green ammonia is predicted to reach US$6.2bn by 2030.[1]

In 2023 IPL signed a Memorandum of Understanding (MOU) with Keppel Infrastructure Holdings Limited (Keppel Infrastructure) to develop a world-scale green ammonia production and export facility at the CQ-H2 Central Queensland renewable hydrogen project at Gladstone. This followed a 2021 MOU signed with Keppel and Temasek to investigate the production of green ammonia at industrial scale for export.

In September 2024, a new MOU was signed which will transition the ammonia project into the CQ-H2 project front end engineering design (FEED) program and create a top-tier international consortium comprising Stanwell Corporation, Iwatani Corporation, Marubeni Corporation, Keppel and IPL. Subject to the required approvals, the project is on track to reach Final Investment decision (FID) in late 2025. This is a significant project that will both progress Australia's green hydrogen industry, and offer opportunities for IPL to further decarbonise our Moranbah ammonia plant. See our **2024 Climate Change Report** for more details.

Sale of WALA and CCS

In December 2023 Dyno Nobel announced the successful completion of the sale of its ammonia manufacturing facility located in Waggaman, Louisiana, to CF Industries Holdings, Inc (CF). Until completion of the sale, we continued to work on advancing our CCS project at the site and handing it over to CF to complete. The project aims to capture, compress and permanently geologically sequester the pure CO_2 stream arising from the ammonia plant.

About 80% of WALA's ammonia was sold to other customers, with 20% used at Dyno Nobel's Louisiana, Missouri facility for AN explosives for the US market. To secure this supply and retain the asset's strategic value, a 25-year ammonia supply agreement was secured with CF for up to 200,000 short tons of ammonia a year. Because Dyno Nobel will be purchasing only a portion of the ammonia that WALA manufactures, our upstream scope 3 GHG will increase only marginally while our downstream scope 3 GHG will decrease by a much greater amount. Once the CCS project is completed, as expected, by CF, our scope 3 GHG associated with the ammonia purchased from the facility will also be reduced.

1. Markets and Markets (2024). Green ammonia market by technology (alkaline water electrolysis (AWE), proton exchange membrane (PEM), SOE), end-use application (transportation, power generation, industrial feedstock (industrial, fertilisers)), region – Global forecast and trends to 2030. **https://www.marketsandmarkets.com/pdfdownloadNew.asp?id=118396942**

Transitioning our fertiliser business

Cessation of natural gas-based manufacturing and the Gibson Island Green Ammonia Project

44% **Reduction against IPF 2020 baseline**

This year, for the first time since 1969, there was no natural gas-based manufacturing at IPF's Gibson Island facility. The cessation of the use of natural gas to obtain hydrogen for ammonia production has already reduced IPL's GHG by approximately 450,000 tCO_2e or 44% against IPF's operational 2020 GHG baseline, which is 17% against IPL's global operational 2020 GHG baseline. Unlike the sale of WALA to a new owner, these GHG have permanently ceased to be emitted, which is recognised as a reduction against our baseline in line with best practice.

The Gibson Island Green Ammonia project is a partnership between IPL and Fortescue Future Industries (FFI) to investigate green ammonia production at the Gibson Island site.

Should it proceed, it would be Australia's first industrial scale green ammonia production facility, demonstrating existing infrastructure can be retrofitted to utilise zero-emissions energy sources.

Exploring opportunities in renewable H_2 for green ammonia

IPL has a core competency in the manufacture, storage and transportation of ammonia and is well placed to play a role in developing green ammonia for a low carbon economy.

Green ammonia is produced using hydrogen from water electrolysed using renewable energy, rather than hydrogen made from natural gas. This eliminates the need for natural gas as both a feedstock and an energy source, greatly reducing GHG.

Because the ammonia molecule is a carrier of hydrogen, green ammonia can potentially be used as a feedstock or fuel for green energy generation, or to provide green hydrogen solutions for other industries, and it is much safer to handle and transport than hydrogen gas.

To advance this ambition, IPL will continue to explore partnerships focused on green hydrogen and green ammonia.

Pillar 3: Delivering products and strategies to reduce scope 3 GHG

During 2024, our business units continued to integrate scope 3 GHG emissions management into their business strategies, making significant progress in our target to have systems in place by 2025 to track and manage Scope 3 as effectively as we track and manage other supplier and customer information. Key highlights this year include the following:

- Mapping of business unit procurement and value chain processes which require integration of scope 3 information for purchasing decisions, in order to update these.
- Sending and receiving of supplier scope 3 GHG questionnaires to major global suppliers, with the results indicating there is a wide variation in knowledge and capability on GHG measurement and targets across our global supplier base. As a result, we redesigned our GHG supplier questionnaire to include a GHG calculation template. This aims to build our suppliers' capability in calculating their own GHG per tonne of product sold to us, and also to their other customers.
- The selection and onboarding of a GHG data management platform with a specific scope 3 module to assist our BUs in tracking their scope 3 GHG throughout the year and modelling the future impacts of various reduction strategies. This platform will also automate our global data collection and calculation of GHG, and support the planned expansion of our annual GHG verification to include Scope 1 and 2 outside of Australia, followed by global scope 3.
- Completing design and build of our very first electric Mobile Processing Unit (eMPU) complete with its own solar charging station. MPUs are heavy vehicles used at customer mining operations to deliver our bulk explosives into blast holes.
- Continued testing and development of the use of biodiesel and renewable diesel in our explosives products across the Americas and Asia Pacific. For more details, see page 68.
- The digital integration of our DeltaE and Nobel Fire products. These technologies help our mining customers reduce their GHG emissions, NOx emissions, dust, vibration and noise, while improving safety, efficiency and productivity.
- Formally registering an Expression of Interest with the Federal Government's Department of Climate Change, Energy, the Environment and Water to collaborate on the development of a method under the Australian Carbon Credit Unit (ACCU) Scheme to recognise the GHG reductions associated with the use of nitrogen inhibited fertiliser products.

For more details on the products listed above that reduce customer GHG, see the Dyno Nobel and IPF 'Environment' sections of this report. For more information on scope 3 GHG emissions throughout our value chains and our strategies to reduce these, see our **2024 Climate Change Report**.

Pillar 4: Managing strategic business risks and opportunities

As explained in the 'Our Governance' section of this report, the IPL Group Risk Policy and Risk Management Framework ensures that risk is managed within a comprehensive risk management process which is consistent with the Australian/New Zealand Standard for Risk Management (AS/NZS ISO 31000:2018). The Company's processes for assessing, identifying, and managing material risks associated with climate change are in alignment with our overall Risk Management Framework.

IPL's integrated risk assessment process makes use of IPL-specific future climate-related scenarios which are updated every three years, as mandated by the charter of the Audit and Risk Management Committee of the Board. An expert third party is engaged to update the scenarios using the most recently available climate-related information including Assessment Reports and Representative Concentration Pathways from the Intergovernmental Panel on Climate Change, New Energy Outlooks from BloombergNEF and Shared Socioeconomic Pathways, along with a range of scientific and consultancy papers relevant to our businesses and geographical locations.

In addition to updating the scenarios, the expert third party also conducts a comprehensive assessment of IPL's physical and transitional (market-based) risks and opportunities associated with climate change. The most recent scenario update and comprehensive external risk and opportunity assessment was conducted in 2024 using four scenarios: 1.5°C Fast Action, 1.8°C Forecast Policy, 2.8°C Current Trajectory and 4+°C Disrupted State scenarios.

Our scenarios, the identified risks and opportunities and our management strategies are outlined in detail in our **2024 Climate Change Report**.

Working with freight contractors to reduce scope 3 GHG

Our Dyno Nobel business in Australia recently engaged the market for a state-wide contract for transportation of Ammonium Nitrate products across Western Australia, which accounts for approximately 70% of DNAP's domestic freight movements.

The Procurement and Logistics teams integrated sustainability considerations to become a key evaluation criterion for logistics contracts by mandating the use of Euro VI vehicles and promoting the adoption of Performance Based Standards in the contract.

The project promotes the early adoption of new, more efficient technology, sets clear standards to reduce energy use and GHG emissions, and demonstrates a cultural and systemic shift in sourcing strategy. Tangible GHG emissions reductions will be achieved through decreasing vehicle trips by 20% each year and improving fuel economy by 15% compared to the previous model.

The project aligns with several UNSDGs, including Goal 13, **Climate Action** and, by fostering partnerships and collaboration, also supports Goal 17, **Partnerships for the Goals.**

By integrating sustainability into key tender criteria, the project demonstrates our commitment to addressing environmental challenges, including reducing our scope 3 GHG, whist driving innovation and awareness.

Our Explosives Business

DYNO NOBEL OUR EXPLOSIVES BUSINESS

Dyno Nobel is IPL's global explosives business. It is the largest earning industrial explosives distributor in North America and the second-largest provider of industrial explosives in Australia. Dyno Nobel has 49 manufacturing facilities on five continents, with a manufacturing capacity of over 25,000 tonnes of packaged explosives and more than 1 million tonnes of ammonium nitrate.

Our explosives business is organised into two main business units, Dyno Nobel Americas (DNA) and Dyno Nobel Asia Pacific (DNAP), with an additional growing business in Europe and EMEA.

In the Americas, the DNA business provides ammonium nitrate based industrial explosives, initiating systems and services directly to the quarry and construction sector primarily in the Southern US, North-east US and Canada; the base and precious metals sector in the mid-West US, West US and Canada; and the coal sector in the Powder River Basin, Illinois Basin and Appalachia. We also provide explosives products to quarries and mines across most of the US and Canada through a range of distributors. Additionally, DNA supplies nitrogen-based products to agricultural and industrial chemical markets.

In the Asia Pacific region and Europe, DNAP provides ammonium nitrate based industrial explosives, initiating systems and services to the base and precious metals and metallurgical coal sectors in Australia, and internationally to several countries including Indonesia, Papua New Guinea and Turkey.

In 2022, IPL purchased Titanobel in Europe and entered the French quarry and construction market. The acquisition provides access to the Europe, Middle East and Africa (EMEA) region, where Dyno Nobel's blasting expertise will assist the market in deploying its future mineral opportunities. Combined with the existing Nitromak business in Turkey, this provides a compelling foundation to grow the business across EMEA.

Global manufacturing

In North America, Dyno Nobel manufactures ammonium nitrate at its Cheyenne plant in Wyoming and its Louisiana plant in Missouri. Initiating systems are manufactured at facilities in Connecticut, Kentucky, Illinois, Missouri, Chile and Mexico, and are also sourced from DetNet South Africa Pty Ltd (DetNet), an IPL electronics joint venture.

In addition, the business wholesales agricultural products manufactured at its St Helens facility in Oregon and its Cheyenne facility. An overview of our global operations is provided on pages 56-57.

In Australia, the business manufactures ammonium nitrate at its Moranbah manufacturing facility in the Bowen Basin, the world's premier metallurgical coal region. It also has a 50% interest in the ammonium nitrate facility near Moura in Central Queensland. Initiating systems are manufactured at Dyno Nobel's Helidon facility in Queensland and are also sourced from IPL facilities in the Americas and its joint ventures.

In December 2023 Dyno Nobel announced the successful sale of its ammonia manufacturing facility located in Waggaman, Louisiana (WALA), to CF Industries Holdings, Inc (CF), after US anti-trust regulatory clearance approved the sale. About 80% of WALA's ammonia is sold to other customers, with 20% used at Dyno Nobel's Louisiana plant to manufacture ammonium nitrate explosives for the US market. To secure this supply and retain the asset's strategic value, a 25-year ammonia supply agreement was secured with CF for up to 200,000 short tons of ammonia a year.

Our services

Dyno Nobel is a leader in the commercial explosives industry and provides practical solutions and innovations that enhance safety and efficiency and reduce environmental impacts for customers. To do this we provide three key services shown below.

THREE KEY SERVICES

DynoConsult, a drill and blast consulting team offering engineering, instrumentation, software and training services.

Data analysis and software services to manage blasting.

The Quarry Academy, a seminar facilitated in the USA in partnership with Sandvik Mining and Rock Solutions. The three-day seminar looks at efficiency options and areas for improvement in systems integration, economic sustainability, cost reduction and safety.

Our Dyno Nobel operations

Incitec Pivot Limited
- Company Headquarters

Dyno Nobel
- Corporate Office
- Manufacturing/Distribution
- Emulsions
- Initiation Systems
- Ammonium Nitrate
- R&D Laboratories

DYNO NOBEL OUR EXPLOSIVES BUSINESS

How we create value

DYNO NOBEL®

OPERATING ENVIRONMENT

Megatrends

- Supply chain resilience and transparency
- Increasing geopolitical instability
- Changing global demand
- Increasing societal expectations
- Evolving nature of work
- Growing pressure for climate action
- Growing awareness of natural capital
- Focus on circular economy
- Technological revolution
- Changing agricultural practices

FINANCIAL AND IMPACT RISK AREAS

- **People and Communities**
- **Sustainable Returns**
- **Environment**
- **Customers and Supply chain**

OUR SYSTEMS

HSEC Management System | Business Strategy | Risk Management Framework

OUR BUSINESS STRATEGY

Strategy

To expand our position as a leading global, premium explosives business through providing customers with safe, cutting-edge technology, solutions and services.

Strategic Drivers

- Manufacturing excellence
- Zero Harm
- Talented & engaged people
- Customer focus
- Leading technology solutions
- Profitable growth

SUSTAINABILITY PRIORITIES | MATERIAL ISSUES

Sustainability priorities	Material issues
Ensuring ethical conduct and business practices	• Due diligence on human rights and modern slavery • Ensuring cyber security
Safe, inclusive and high performance culture	• Zero Harm: Safety and Wellbeing • Diversity • Employee engagement • Learning and development
Relationships with communities that build trust and resilience	• Community safety, support and connection, including with First Nations communities
Transitioning towards Net Zero	• Decarbonising our portfolio • Green ammonia and hydrogen strategy • Product innovation to reduce GHG
Reducing our environmental impact	• Innovation in responsible and sustainable products and services • Managing hazardous waste and chemicals responsibly • Sustainable use of water
Partnering with customers and suppliers	• Customer partnerships for safety, sustainability and productivity • Sustainable and resilient supply chain

VALUE CREATION OUTCOMES

Employees

To enable our people to deliver a sustainable and successful future for all stakeholders, our People Strategy is designed to support a safe, inclusive and high performance culture, and a workplace with 'Safe Ground' that offers physical and psychological safety, and Zero Harm for everyone, everywhere.

People and community

We foster long-term and meaningful relationships with local communities through an active and grass-roots approach to engagement, our Innovate Reconciliation Action Plan and through supporting a range of community giving programs.

Shareholders and the economy

Our innovative technology products are driving business growth as our customers look to improve productivity and safety while reducing their environmental footprint. This, along with our commitment to the highest standard of corporate governance and our focus on integrating ESG opportunities and risks into our business strategy, underpins the delivery of sustainable shareholder returns.

Environment

We are committed to reducing our environmental impact through compliance with all relevant environmental licences and regulations, increased energy efficiencies at our manufacturing facilities and the implementation of our Net Zero GHG Transition Pathway.

Value chain: customers and suppliers

Extreme weather events, regulation, labour shortages, modern slavery risks, geopolitics and raw material sourcing have introduced complexity into supply chains. We work to build mutually beneficial relationships with our customers and suppliers to overcome these challenges and unlock the potential in the Earth to help people grow.

Reducing Our Environmental Impact

DYNO NOBEL REDUCING OUR ENVIRONMENTAL IMPACT

Environmentally responsible operations

Our Dyno Nobel business plays a vital role in the sustainable extraction of the natural resources essential to modern life. We are not only committed to reducing the environmental impacts from our operations – we are also committed to providing leading technology solutions to assist our customers in reducing their environmental impacts, including their GHG emissions.

As the expectations of society are increasing and the clean energy transition is gathering pace, the ores our customers and economies rely on are becoming harder to reach and extract. This is creating increasing demand for explosives products and services that allow our customers to carry out their mining, quarry and construction operations with greater safety, productivity and environmental sustainability.

In addition to the base and precious metals, and quarry and construction materials required to build our economies, cities and infrastructure, the clean energy transition is driving significant increases in global demand for copper and new world minerals. Future climate-related scenarios show mineral demand for use in electric vehicles and battery storage is expected to grow at least 30 times to 2040. The volume of minerals necessary for these and other clean energy technologies is forecast to double or even quadruple by 2040. These trends present significant opportunities for Dyno Nobel to deliver quality explosives and blasting agents that enable customers to extract the minerals needed for a low carbon economy.

Along with reducing our operational GHG emissions through our decarbonisation projects, as described in the climate change section of the 'Sustainable Returns' Chapter of this report, we are committed to minimising other potential environmental impacts from our operations. This commitment is integrated into our governance and risk management structures, at all levels of the business.

Financial and impact risks
Risk of fines and adverse environmental impacts resulting from the accidental release from our sites of hazardous chemicals into air, soil or water.
Risk of adverse environmental impacts from customer use of Dyno Nobel's products and services.
Risk of overflow of water management systems during high rainfall events, resulting in fines and adverse environmental impacts.
Water supply risks associated with our Cheyenne, Wyoming ammonia manufacturing site.
Financial and impact opportunities
Opportunity to provide products and services that reduce environmental impacts.
Opportunity to engage and educate site employees in caring for the environments close to their sites, resulting in reduced risk of environmental impacts and more positive environmental outcomes.

Investment in upgraded dust collection system at Carthage reduces environmental and safety risks as well as costs

Caring for the environment is a core value at Dyno Nobel. Throughout its long history, our Carthage, Missouri plant has produced dynamite for use by our mining customers. Dust created from the mixing of dry ingredients, including carbonaceous material, during the manufacturing process has previously been vented to a wet scrubber, capturing the dust but also creating a wastewater stream which was then treated in a trickle filter before discharge under permit.

In 2024, US$750,000 was invested in an improved Dust Collection System which captures the dust as it is generated and allows it to be recycled for use in the manufacturing process. This has improved the dust control system and eliminated the scrubber wastewater stream. Other benefits include the following:

- Up to 99% improvement in the quality of the permitted discharge.
- Greatly reduced risk of approaching the National Pollutant Discharge Elimination System (NPDES) permit parameters for the discharge.
- Increased efficiency of the exhaust, also preventing contamination of stormwater due to any fugitive dust that may have escaped the building.
- Reduced safety risk associated with dust, which could otherwise create a slip hazard through build-up on floors, stairways and ladders.
- Cost savings of US$72,000-$100,000 per year associated with eliminating the scheduled cleanout and maintenance of the previously used settling tank and trickle filter.

Managing environment-related risks and opportunities

Across Dyno Nobel, our processes to identify, assess and manage environment-related risks are governed by our IPL Zero Harm Strategy and our Group-wide HSECMS, which contains our HSEC Standards.

These sit under the ultimate oversight of the Board's HSEC Committee and are supported by the ZHC and SSC at the Executive Team level. See under 'Our governance of Zero Harm' in the 'People and Communities' section of this report for more detail.

The HSECMS and Zero Harm Strategy set out the principles, metrics and actions that all employees, from those on our operational sites to executive leaders, must execute to achieve the Company Values of 'Zero Harm for Everyone' and 'Care for the Community and our Environment'. Operationally, they ensure a strong focus on achieving industry-leading performance in environmental management.

The 18 global HSEC Standards in our HSECMS set out the minimum expected requirements for all employees and contractors globally. These include 'Environment Management Monitoring and Reporting' (Standard 11), High Hazard Activities (Standard 7) and Product Stewardship (Standard 15), as well as 'HSEC Leadership and Accountability' (Standard 1), 'HSEC Awareness, Competency and Behaviour' (Standard 4), 'Incident Management' (Standard 16) 'Emergency Management' (Standard 17) and 'Monitoring, Audit and Review' (Standard 18). These are designed to empower risk owners to take action at the level most appropriate to the risk, while drawing on a rigorous and standardised set of risk management and monitoring methodologies, approved by the Board.

In line with our IPL Zero Harm Strategy, we measure our progress using a Zero Harm Balanced Scorecard. The scorecard aggregates data from a range of internal systems:

- **Cintellate** is the key system used to track risks, incidents, near-misses and actions across the Company.
- **Velocity EHS Risk** is the Group's formal risk assessment tool, used for global Critical Control Verification development, scheduling and completion.
- **GDRMS** is the Group's home for Excel-based risk assessments, Workplace Risk and Control registers and Hazard Identification registers.

These are complemented by the use of the **iAuditor** platform, an iPad-based software that enables on-site monitoring of environmental risks and controls, and enhances visibility and accountability through photo reports and analysis. The system helps to simplify and standardise the environmental inspection and auditing process and delivers more transparency to key internal stakeholders. iAuditor is increasingly being used in addition to our other systems to record inspections relating to environmental risks and provide immediate risk management actions.

Our identification and management of environment-related risks and opportunities is built into business strategy through the business unit strategic planning process. Risks and opportunities identified by sites and functions across the business are maintained on business unit registers and evaluated using the Group Risk Management Framework for their likely impact on strategic business objectives, commercial targets and impacts on health, safety, the environment and communities. These are then reported to business unit leaders and are included in business unit reports to the CEO & MD and the Chief Risk Officer as part of the monthly Business Process Review.

World Environment Day 2024: Our Response Matters

Caring for the environment is a core value at Dyno Nobel. From 17 to 28 June and across our global operations, Dyno Nobel employees participated in our second annual World Environment Day campaign – an opportunity to reinforce the significance of protecting the local environments in which we work and live.

Global activities were focused on raising the awareness and the importance of our environmental fundamentals. Through employee workshops and talks, site leaders and teams were encouraged to reflect on their preparedness to address environmental emergencies, identify environmental hazards, and participate in 'safe site' clean-ups.

World Environment Day is also an opportunity to step into the shoes of our stakeholders, the people and communities that trust us to use resources responsibly and reduce our environmental impact.

Key messages throughout the campaign included:

- Meeting our environmental requirements.
- Building trust with our communities.
- Following through on our promises.
- Walking the talk.
- Speaking up.
- Continuous improvement.

Monitoring our management of environmental risks

In 2024, there were no Significant Environmental Incidents recorded across our Dyno Nobel operations. Our performance across consequence 4+ environmental incidents also met our objective of zero.

Over the past three years Dyno Nobel has been working to standardise our environmental compliance procedures. We have mapped our existing business processes and systems to make sure they reflect a standardised approach across our global business, and support refreshed globalised performance requirements. This work has assisted in both increasing employee awareness of our environmental obligations, and improving how we manage these obligations.

During 2024, we continued the development of Dyno Nobel's Common Environmental Risks Program, aiming for the roll-out of the program to be completed in 2025. The program aims to create a unified structure for identifying and developing controls and responses to common risks across our global operational activities.

We also developed a pilot environmental functional assurance framework to drive conformance to Company environmental standards and procedures, including compliance with legislative requirements.

To improve environmental performance, ensure resource efficiency and reduce waste at our Carthage, Missouri Initiating Systems manufacturing facility we acquired ISO 14001 certification for its environmental management system in 2022. ISO 14001 is an internationally agreed standard that sets out best practice requirements for an environmental management system. As of 2024, this facility had a successful ISO 14001 Environmental Management system Audit with 0 non-conformances, retaining its ISO 14001 certification.

Regulatory Infringements

During 2024, Dyno Nobel received one penalty for an instance of non-compliance with environmental laws or regulations. Our Ormstown, Quebec facility identified and reported an expired environmental permit relating to waste and a US$5,000 penalty was received from the Ministry of Environment – Quebec. A new permit was applied for and issued, and our permit tracking system was improved to avoid administrative non-compliances in the future.

We also settled two regulatory matters carried over from previous reporting years. Following a 2019 Notice of Potential Violation from the USEPA for our Cheyenne, Wyoming facility, an agreement was reached during 2023 on breaches of the Clean Air Act (CAA) and the Emergency Planning and Community Right to Know Act (EPCRA). Under the CAA a fine of US$394,906 and an Administrative Order on Consent (AOC) was agreed for process safety and mechanical integrity violations. We are pleased to report that this fine was settled and the requirements of the AOC were completed in December 2023. In addition, one remaining requirement relating to an existing Consent Decree at our Carthage, Missouri Initiating Systems manufacturing facility was also completed during the year.

Products and services that reduce environmental impacts

Our Leading Technology Solutions strategy and roadmap is focused on innovating in partnership with our customers to help them achieve their goals. To do this, the development of our explosives products and services are guided by three primary drivers, which are the pillars of the strategy:

- **Safety:** increase safety for all employees working on customer sites through innovative products and services.
- **Productivity:** optimise efficiency through technologically-driven automation and increased blasting accuracy.
- **Other Sustainability benefits:** minimise over blasting and environmental impacts, including reducing GHG emissions both for our customers and from the manufacture of the explosives we supply.

Our growth strategies include expansion into new geographies where sophisticated explosive technologies are still underused.

Dyno Nobel's **Executive Technology Steering Committee** met quarterly during 2024, with the CTO reporting to the Board at least annually to ensure Board oversight of the technology strategy and portfolio. Our technology collaboration pipeline is structured using Seven Stages, ranging from Idea Capture (Stage 1) to Commercialisation (Stage 7). New products are assessed by the Executive Technology Steering Committee who evaluate our innovations against the three pillars of our Technology Strategy. KPIs related to the delivery of the Strategy are included in the relevant Executive Leadership Team's remuneration and are evaluated annually as part of the Board's assessment of the Executive Leadership Team.

We aim to have 100% of new products improving our customers' financial, social and/or environmental sustainability in some way, whether by reducing environmental impacts, such as GHG, fume and nitrogen leaching; reducing social impacts, such as safety, dust, noise and ground vibration; or increasing productivity through reduced energy use and/or better fragmentation.

Examples of our innovation in products and services across the last three years, and their sustainability benefits, are shown in the table on the following page.

Three pillars of our technology strategy

Products	Sustainability Benefits	Alignment with Technology Strategy: ● ● ●
		● Sustainability (includes productivity and safety as well as other sustainability improvements) ● Productivity ● Safety
Next Generation Electronic Detonators	Our Next Generation wireless electronic detonators create synchronisation in a blast between our conventional harnessed electronic detonators and our new advanced next generation wireless detonator systems. This enhances safety outcomes by keeping people out of harm's way and supports greater productivity through new blasting methods that were not possible with harnessed detonator systems. It also increases our customers' financial and environmental sustainability by improving blast outcomes, which lowers the energy use and costs associated with their processing of the blasted ore.	● ● ●
BlastWeb®II	Dyno Nobel's next generation centralised digital underground blasting system, BlastWeb®II is designed to improve safety through remote (surface) activation of precise and reliable blasting in underground mines, initiating both traditional wired electronic blasts as well as wireless detonator blasts. Its features allow for removal of personnel from underground before blasting and it continually tests detonators and communicates with Blast Control Units to limit potential misfires.	● ●
Nobel Fire – Vibration Management System	Vibration from blasting can impact surrounding communities or sensitive environmental sites. Our vibration management system uses a predictive model to calibrate for recreating production blasts, predicting future blasting outcomes and allowing optimisation of blast timing to reduce vibration impacts.	● ● ●
Nobel Fire – Fracture Density Model (FDM)	FDM is a 3D mechanistic fragmentation model which considers all the main parameters of blasting. It excels at predicting fragmentation where natural joint sets and pre-existing blast damage are factors in final fragmentation. Optimising fragmentation during the blast phase can reduce ore processing costs, safety risks associated with flyrock and fines, which can result in dust impacts on local communities and environments.	● ● ●
Det-X for Shock	Det-X is a holistic shock solution developed to mitigate the impact of shockwaves from blasts on adjacent blast holes, which can cause misfires. It also prevents damage to other Det-X detonators which, should it occur, would require expensive and high risk UXO (unexploded ordinance recovery). During 2024, data was collected at a customer mine site following a switch from standard detonators to Det-X. The data showed that induced shock failures reduced from 3 out of 150 units to 0. The sustainability benefits include improved safety and reduced likelihood of environmental risks that could arise from uncontrolled blasts.	● ● ●
Nobel Fire – Mobile Application	A tablet version of the Nobel Fire web application has been commercialised, to support ease of use at sites. Nobel Fire's mobile app streamlines blaster operations and enables accurate data collection in the field, allowing users to add real-time drill information and blast data during the layout and loading process. This supports record keeping and monitoring of blasts, improving safety, and can improve fragmentation, which increases productivity and vibration, reducing potential impacts on surrounding communities and ecosystems.	● ● ●
Alternate Sensitisation – Repump	A new mechanical gassing technology, replacing chemical gassing. It improves safety and environmental risks associated with depot and loading operations due to the elimination of the use of hazardous chemicals in the explosives sensitisation process.	● ●

Products that help reduce customer GHG emissions

A key aim of our Leading Technology Solutions strategy is to help our customers reduce their GHG emissions. We develop these solutions in the same way we address other customer challenges, through continuous innovation in product and service development and maintaining constant dialogue with our customers.

Differential Energy (DeltaE) is a proprietary explosives method which allows blasters to accurately vary the density, and therefore the energy, of the emulsion explosive as it is being loaded into the blast hole. This enables the operator to load variable energy segments to match the unique geological characteristics present in the ground. This facilitates the most efficient use of energy to blast the rock, reducing the overuse of explosives that occurs when using a set density. The use of DeltaE continues to result in reduced NOx emissions, reduced energy use and GHG, and less dust, noise and ground vibration.

In collaboration with mining customers, Dyno Nobel continues to undertake investigations to study the impacts of DeltaE. As a past example, a **surface molybdenum mine** in the US found that by switching to Differential Energy with TITAN® 1000 DeltaE, it was able to improve safety, air quality, productivity, fragmentation, and dig-ability. The technology allows blasters to vary the density of gassed emulsion as it is being loaded into the blast hole. This means the density of the explosive, and the energy delivered at each depth, can be accurately matched to the geological characteristics present in each hole – addressing fragmentation, oversize, and hard toes, which had all been occasional issues for our customer.

Last year we quantified the GHG reductions at a customer mine site following a switch from a standard bulk product (T5060) to using DeltaE.

Data collected from 1 January to 31 December 2022, along with data from the 12-month period before the switch was initiated, allowed us to quantify and independently assure the GHG reduction associated with the use of DeltaE at this site, in comparison with the T5060 product that had previously been used.

The data showing the use of T5060 during the 12 months before the switch was initiated was used to inform the calculation of GHG emissions had the switch to DeltaE not been made, thereby establishing a baseline.

The emissions for DeltaE were 810 tCO_2e and would have been 873 tCO_2e had T5060 continued to be used. This is a reduction of 63 tCO_2e which has been subject to **Limited Assurance**. This is a reduction of 7%. See our calculations explained **here**.

The building of our first electric Mobile Processing Unit (eMPU) was completed in 2024. MPUs are heavy vehicles used at customer mining operations to manufacture and/or blend bulk explosives immediately before loading into blast holes. During 2023, we designed and built the eMPU, complete with its own solar charging station, and completed road testing. During 2024, the explosives processing equipment was fitted to the truck and trials commenced. Following this, we are pleased to announce that our very first electric MPU will be deployed in 2025.

The application of DeltaE through the eMPU will deliver GHG reductions and improvements to safety and efficiency at our mining customer sites. This is another demonstration of our commitment to delivering practical innovations that improve our customers' operational processes and help them to achieve their sustainability goals.

Integration of DeltaE² into Nobel Fire

DeltaE² is the next evolution of our proprietary Differential Energy technology. DeltaE² uses drill data to characterise rock properties and optimise energy placement in the blast hole. DeltaE² allows mine blasting load plans to be sent directly to the loading equipment, ensuring boreholes are loaded as designed.

In 2024, we added additional features to assist with multi-product loading, improved the accuracy of vibration modeling, and improved the usability and accessibility of reporting.

Nobel Fire is a web-based application that allows users to calibrate their blasting needs with greater precision. Customers can use Nobel Fire to enter inputs around their blasts and generate an electronic blast report. This assists with blast design, execution, data capturing, and reporting and analysis of blasts; and enables integration with a range of application programming interfaces (APIs) to suit customer needs. In 2024, we added additional features to assist with multi-product loading, improving the accuracy of seismographs, and improving the usability and accessibility of reporting.

The integration of DeltaE² and Nobel Fire enables the development of algorithms that match the rock properties, identified through drill data, to the loaded explosives energy profile data – generating precisely the energy profile required throughout each specific borehole. Not only is the system more efficient and cost effective, it allows for enhanced control of fragmentation, movement and dilution.

In addition to reduced energy use and GHG emissions, the benefits include improved fragmentation and reduced vibration during blasts, which improves ore processing and minimises blast impacts on surrounding soil structures. This also reduces the amount of soil particulates and other potential pollutants, that go into the air and potentially affect local communities as dust.

Developing the use of biodiesel and renewable diesel

Dyno Nobel continues to test and develop the use of biodiesel and renewable diesel in our explosives products across the Americas and Asia Pacific.

Biodiesel is produced using an esterification process. Although currently more common than renewable diesel, biodiesel has limitations to its use. For example, any diesel engine can potentially run on a conventional biofuel blend, with the Australian diesel fuel standard allowing up to 5% biodiesel in diesel pump fuel. However, engine performance can be impacted where a higher blend of biodiesel is used. For Dyno Nobel, the greatest customer uptake of biodiesel is currently in Indonesia, where replacing a portion, or all, of the fossil fuel diesel component in the explosives we supply, with biodiesel has been shown to work well for our Indonesian customers.

Renewable diesel is an advanced biofuel that is produced using a hydrogenation process, rather than the esterification process used to produce biodiesel. Because this process results in a higher purity chemical product, renewable diesel meets ASTM D975 specification for petroleum diesel and can be seamlessly blended, transported, and even co-processed with petroleum diesel. Testing at our explosives laboratory technical centres has shown renewable diesel is also compatible with our products.

We are working towards customer trials of explosives containing renewable diesel in 2025.

Wolf Lake solar project improves financial and environmental sustainability

Following a previously successful rooftop solar installation at our Initiating Systems manufacturing facility in Helidon, Queensland, we began planning for construction of a ground mounted solar array at our Wolf Lake site in Illinois in the US this year. The project has involved a capital investment of US$1.8m and is designed to produce more than 500kW of renewable solar power each year.

Once completed, the array will generate approximately 45% of the site's current annual electrical demand. Under the Illinois Block V Grant and additional State and Federal incentives, the site will receive direct reimbursement for Solar Renewable Energy Credits of US$630,000 and up to US$750,000 potential in Investment Tax Credits and other tax benefits. The anticipated reduction in purchased grid electricity will reduce our costs by more than US$100,000 annually and avoid approximately 350 tCO_2e annually. Service is expected to commence early in 2025.

Using water sustainably

Water is an important natural resource for our manufacturing operations. Site operations managers are responsible to assess potential water risks to or from site activities. These are recorded as part of each site's and each business unit's risk registers. This work is complemented by an annual Group-wide review of water risks and baseline water stress across our global sites using the World Resources Institute's (WRI) Aqueduct Tool, a global database designed to measure, map and support the mitigation of current and future water risks including those driven by climate change. In addition, water is included in our three-yearly future climate-related scenario risk and opportunity assessments. These global water risks assessments are overseen by the Corporate Sustainability Manager and Chief Risk Officer.

Most of our Dyno Nobel manufacturing sites which use high volumes of cooling water are in the US, close to rivers where natural water supply is plentiful. At these sites, single pass cooling water is extracted from rivers then treated before release back to the source river, under Environmental Protection Authority (EPA) licence. We focus on operations identified as being located in catchments exposed to current or future baseline water stress, to ensure continued water availability for both our sites and local communities at a catchment level. We take proactive measures to reduce water use at all of our sites, with a particular focus on our Cheyenne, Wyoming site, where water is identified as a material issue.

Sustainable use of water

In 2024, Dyno Nobel withdrew 35,835 megalitres (ML) of water, a 2% decrease on 2023. Over 85% of that water was surface water taken from rivers in the US. Our water discharge was 25,638 ML, a 0.5% decrease on 2023. More than 98.7% of the water discharged was clean water, reducing our water use to 10,198 ML.

At our site in Moranbah, Queensland, in 2024 we installed a temporary reverse osmosis system to avoid any unintentional water releases during the wet season. Our first climate-related scenario risk assessment in 2018 identified the potential risk of pond overflow at the site due to increasing intensity of rainfall events, which could result in an uncontrolled release into the local area and water table. Extreme weather patterns in Australia, including intense rainfall events and flooding over the past two years, have indicated an increased risk of this occurring. While the system did help avoid unplanned water discharges at the site this year, the temporary installation demonstrated the need for a more financially sustainable, long-term solution. We have recorded the learnings from this exercise, and are investigating alternative solutions to continue to avoid accidental releases at this site in the future.

In 2024 we also took action to eliminate a significant source of waste water discharge at our Carthage, Missouri site. An inefficient waste scrubber which resulted in the creation of a high nutrient waste water stream was replaced with a dust collection system. This proved to be a more effective application for the filtering of particulates to air, while improving the quality of the discharge from this site. See our case study on page 62.

Cheyenne – water saving initiatives

DNA's ammonium nitrate manufacturing facility at Cheyenne, Wyoming, is located in a semi-arid area which the WRI Aqueduct Water Tool has identified as an area of high baseline water stress.

Water for the site, as well as the local community and other businesses, is drawn from an underground aquifer which is recharged each year by precipitation, including snowmelt. Due to the importance of this shared natural resource, site based personnel engage with key stakeholders regularly. These include the Wyoming State Engineer's Office (SEO), which manages stakeholder access to the aquifer and maintains databases for ground water levels, along with the Ground Water Division of the US Geological Survey. Our site also monitors wells through totalising flowmeters and water level measurements and reports to the SEO annually.

Water saving initiatives at the Cheyenne site include:

- The monitoring and maintenance of steam traps and condensate systems to reduce water loss.
- Operation of a brine concentrator unit which recycles approximately 100 gallons of water per minute, recycling 236,644 kL in 2024.
- A reverse osmosis water treatment unit which recycled 35,564 kL in 2024 for reuse.
- Communication to personnel through daily reports to watch for, and prevent, excess water from running.
- A visual management board for water reduction projects and efforts.
- Ongoing work involving environmental managers and process engineers at the site on potential water saving projects.

Managing hazardous substances and waste

The proper handling and disposal of hazardous substances and waste is a matter of the utmost priority for Dyno Nobel. We endeavour to not compromise the safety of our employees or the environment. Dyno Nobel manages hazardous waste in accordance with the relevant legal and regulatory frameworks used to define hazardous waste in each jurisdiction. For US sites, 'hazardous waste' is defined and managed using the Federal regulations under Title 40 CFR Parts 260 through 273. For Australian sites, these are defined by the State regulations listed in the SASB index of our **2024 GRI Index and Data Supplement** to this report.

At the Group level, the loss of containment of a hazardous substance is one of 14 specific 'unwanted events' identified as being both of high likelihood and of highest health, safety and environmental (HSE) consequence for Dyno Nobel. This list of 14 events comprises IPL's Broad HSEC Risk Categories, which provide a basis for HSEC risk governance by the Executive Leadership Team Zero Harm Council and the Board's HSEC Committee. See the 'Zero Harm – Keeping our People Safe' section of this report for a detailed overview of the HSEC risk governance process.

Dyno Nobel acts in line with our IPL Zero Harm Strategy, and the HSEC Management System which contains our HSEC Standards – particularly the Environmental Standard, High Hazard Activities Standard and Product Stewardship Standards. Like other environmental risks, hazardous substance-related risks, near misses and incidents are recorded on site risk registers and business unit registers are documented in Cintellate, Velocity EHS Risk, and the Group document management system GDRMS, and are managed using the IPL Risk Management Framework.

Solid Waste

In 2024, Dyno Nobel increased solid waste by 23%, generating 4,185 tonnes of solid waste compared to 3,411 tonnes in 2023. This is partly due to the addition of 364 tonnes of plastic AN bags which have been stored at our Port Hedland site over the past few years while we secured a recycling option – see the case study below.

Including these plastics, we sent 1,534 tonnes of sorted wastes for recycling, or 37% of our total solid waste. Year-on-year fluctuations in total waste generated, including recycled wastes, are mostly due to changes in our maintenance schedules year-on-year, which change the amounts of total waste generated, as well as amounts of steel and other metals we can send for recycling.

We produced 182 tonnes of hazardous waste in 2024, slightly less than in 2023. As mentioned above, in 2024 we integrated the recycling of our woven polypropylene AN bags into the Big Bag Recovery Program through our Port Hedland facility. See the case study below for more details.

Liquid waste

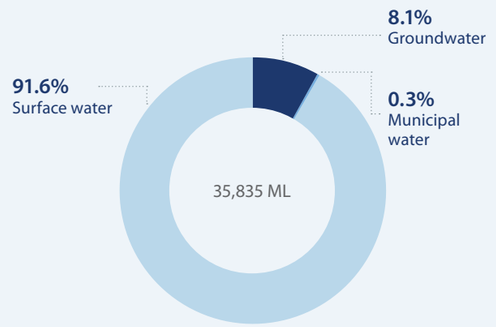
In 2024, Dyno Nobel sites generated 8,296 kilolitres (kL) of liquid waste, which is 46% less than last year. This included 6,557 kL of water from our Initiating Systems manufacturing sites in the US which is sent to an off-site water treatment plant. This has been included in our liquid waste reporting, rather than 'discharge' reporting, as of last year, as it is sent off-site as a waste for treatment before being discharged to sewers by the third party. Of our total liquid waste reported, 13% was sent for recycling.

Port Hedland Big Bag Rescue

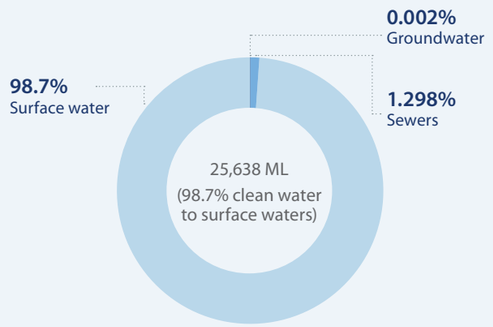
Dyno Nobel is committed to incorporating circular economy principles into our operations wherever possible. Following IPF's example in setting up the Sugar Cane Fertiliser Bag Recovery Trial partnership in 2015, which has since evolved into Big Bag Recovery, we have begun sending our one-tonne AN woven polypropylene (WWP) bags for recycling.

In Western Australia, Dyno Nobel buys AN in one-tonne WPP bags. However, it has been difficult in the past to find recycling options for these. In 2024, we began integrating the recycling of our WPP bags into the Big Bag Recovery (BBR) program, through our Port Hedland facility. Including Dyno Nobel's AN bags into the BBR scheme has allowed us to recycle 364 tonnes of waste plastic in 2024, more than tripling our recycled plastics against 2023 volumes. Recycling this packaging waste has also avoided an estimated 381 tCO_2e in GHG and preserved valuable landfill space for our communities. The photograph at left shows Dyno Nobel AN bags being run back to pellets at the BBR trial process facility in New South Wales.

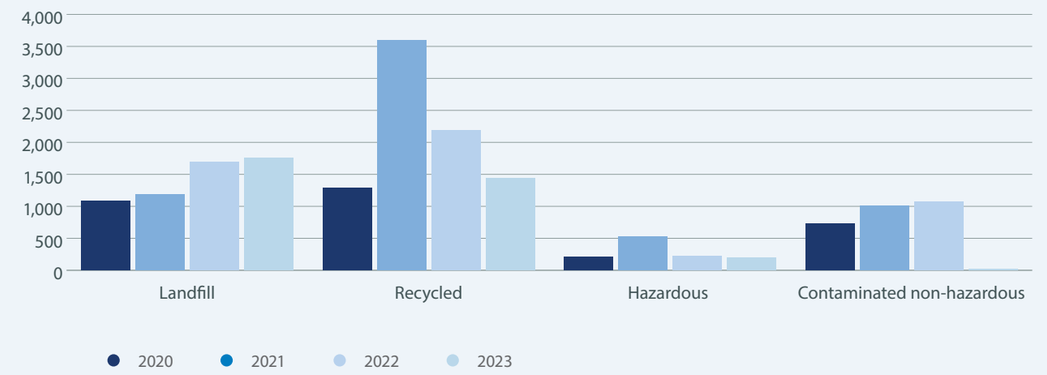
Dyno Nobel water withdrawal by source (ML)



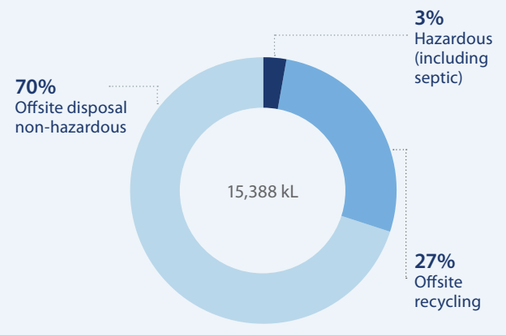
Dyno Nobel water discharge by destination



Dyno Nobel solid waste (metric tonnes)



Dyno Nobel liquid waste by destination (kilolitres)



Customers & Supply Chain

DYNO NOBEL CUSTOMERS AND SUPPLY CHAIN

Our expertise in R&D enables us to address our mining customers' individual challenges, enhance their safety and operational efficiency and reduce their environmental and social impacts. We strengthen this capability through our relationships with customers, collaborating closely with teams at customer mining sites to understand their evolving needs and deliver tailored solutions.

Customer and research partnerships

Like us, our customers in the mining, quarry and construction sectors are focused on reducing their environmental impacts and achieving their Net Zero targets. They also require new technology solutions to assist them in safely extracting increasingly hard to reach ore bodies and improving their efficiency and productivity for more sustainable financial returns.

Through our Leading Technology Solutions and Customer Focus strategic drivers, we aim to provide products and services which improve our customers' safety, efficiency and productivity while reducing their GHG emissions, as well as other environmental impacts. We do this through leveraging our customer relationships to understand in detail our customer needs and use this knowledge to drive our product and service innovation. We also seek input from industry experts, participate in a range of memberships of associations and partner with research institutions.

Our Leading Technology Solutions strategy is focused on delivering explosives products and services based on three pillars: safety, productivity, and other sustainability benefits. New technologies are trialled collaboratively at customer mine sites during their development. This approach ensures new products are fit-for-purpose and will be deployed. Two such examples in 2024 are DeltaE^2 and automated and electric MPU trucks, details of which are described in the previous section.

We have dedicated Customer Relationship Managers to focus our resources and expertise on helping customers solve the unique challenges they face across their mining operations. These managers partner with our customers at their sites to address challenges through engaging in collaborative problem-solving. Dyno Nobel also runs technical workshops, a Quarry Academy, a Drill and Blast Academy; and invests in collaborative research and development (R&D) projects.

Financial and impact risks
Risk of physical impacts of climate change disrupting supply chains.
Risk of conflict, or threat of conflict or piracy disrupting international supply chains.
Risks associated with single source suppliers.
Risk of products impacting on customer safety.
(Risks associated with the environmental impacts of our products are covered in the 'Environment' section)

Financial and impact opportunities
Opportunity to strengthen customer relationships and trust in Dyno Nobel's products and services through providing solutions tailored to specific customer needs through our R&D function and direct customer collaboration in the development and trialling of new products and services
(Opportunities associated with reducing the environmental impacts of our customers through providing advanced technology solutions are covered in the 'Environment' section, with strategies described under 'Products and services that reduce environmental impacts')

Collaborating with the University of Sydney on 'Safe Emulsion Explosives for High Temperature Deep Level Mining'

In 2024, Dyno Nobel extended our research collaboration with the University of Sydney to 2027 with an investment of $600,000. The goal of this project is to develop a new class of explosives emulsions which are not susceptible to hot and reactive rock conditions in very deep-level ore mines. The aim is to develop emulsions with properties which prevent collapsing of the emulsion columns in 'hot' upholes, as well as additives to eliminate the exothermic reaction between the explosive and the rock, where the natural chemistry of the rock causes high temperatures.

If not prevented, this reaction can cause premature detonation or deflagration of the emulsion, which can cause fatal injuries and generate NOx gases. The main project outcome is to increase the volumes of deep-level ores that can be economically and safely extracted through the use of this product, which will generate greater export earnings and increase employment opportunities and reduce potential atmospheric pollution from NOx.

Drill to Mill customer partnership meets triple bottom line of sustainability

During 2024, we partnered with a surface metal mine customer to maximise the productivity of their operations through a Drill to Mill initiative. We applied our 'Beyond the Bench' approach to view the entire mining process from drill to mill as a value stream, with small changes in drilling and blasting contributing to large value-adds by the time the blasted material reaches, and is run through, the processing circuit.

We developed a cross-functional team consisting of highly skilled Dyno Nobel explosive experts, committed mine stakeholders, and external experts as needed. This team worked to analyse existing practices, break down internal silos and optimise blasting outcomes. TITAN® 5000G emulsion with DeltaE^2 technology was used on all of the Drill to Mill blasts. The ability to vary emulsion density from hole to hole as well as vertically within each individual blasthole allows our operators to place the explosive energy where it is needed most while minimising the total energy used, and GHG released, for optimal blasting.

The DigiShot® Plus.4G Commander electronic initiation system allowed for safe, accurate and precise blast initiation with the sequence designed specifically to optimally fragment the rock type blasted.

By changing burden and spacing, explosives density, stemming length, blast initiation timing and priming practices, we helped our customer achieve an increase of more than 15% in mill throughput by producing measurably better rock fragmentation. The customer estimated that this resulted in a value-add to their operation of more than $58m. Additional downstream benefits in truck and shovel cycle times, bucket fill factors, equipment wear and tear and energy consumption are anticipated beyond these initial savings. By improving safety, productivity, energy use and GHG emissions, this project met the triple bottom line for sustainability. For more details, see our **Drill to Mill Case Study**.

AT A GLANCE

- **$58.1 million in added value**
- **Improved safety**
- **15% increase in mill throughput**
- **Improved energy use**
- **5-10% increase in -1/2" size friction**
- **Reduced GHG**

DynoConsult leading the way on customer centricity for sustainable operations

DynoConsult is Dyno Nobel's drill and blast consulting team, providing engineering, instrumentation, software and training services to our customers.

Operators at mining sites face a number of similar practical challenges: from getting the blast pattern on-grade, to getting blastholes in the right location and depth; to optimising timing to achieve the best fragmentation, wall control, spill-over control and other requirements of success; all while having safety front of mind.

How well all of these are managed impacts the sustainability of our customers' mining operations: safety is a non-negotiable priority; noise, dust and blast fume, as well as potential damage to surrounding soils, are common environmental risks; flyrock, vibration, dust and airblast can impact nearby people and communities as well as plant and animal life; and optimising blasting outcomes plays a critical role in determining overall mine efficiency, impacting financial sustainability.

Meeting rising community and regulatory standards on these measures requires collaboration. DynoConsult's teams take a highly proactive approach, deploying technical teams to work alongside our customers to implement more complex pattern designs, identify ores and rock types, and customise explosive loads to achieve the safety, productivity and other sustainability outcomes that customers and Dyno Nobel want to achieve. Products such as DeltaE^2 provide this kind of tailored explosive load, and are best applied by our experts and their collaborations with customers.

Sharing knowledge through our Quarry Academy and Drill and Blast Academy

The **Quarry Academy** was developed in 2005 through an innovative alliance between Dyno Nobel, Sandvik Mining and Rock Solutions, and Sandvik Rock Processing Solutions. The 17th Quarry Academy seminar took place on 14-16 November 2023, in San Antonio, Texas. Run each year in the US, it is an annual three-day educational seminar tailored to those who serve in the aggregates industry and covers the total production stream of quarry operations. Quarry Academy addresses current best practices in quarry operations, focusing on systems integration, economic sustainability, process improvement, overall cost reduction, and safety as part of daily work behaviour. It includes an annual scholarship award, which symbolises our commitment to fostering education and innovation in the mining industry.

The **Drill and Blast Academy**, previously known as Optimal Drill and Blast for Underground and Surface Mining (OBTUM and OBTSM), was created by Dyno Nobel to share industry experience, knowledge and insights from the team and other industry experts during two annual three-day courses for both underground and surface hard rock applications. Participants learn in an interactive environment with multi-media presentations, global case studies, workshops, Q&A sessions and networking events. Each course is suitable for mine superintendents, experienced shotfirers and drill and blast engineers in the Asia Pacific region.

Sustainable supply chain

The success of Dyno's global business depends significantly on the efficiency and reliability of its supply chains. During 2024, we continued to enhance our visibility over our supply chains, and work with suppliers and partners to ensure they remain ethical and resilient. For more detail on our work to assess and manage human rights risks in our supply chains, see under 'Human rights and modern slavery' in the 'Ensuring ethical conduct and business practices' section of this report.

The maritime supply chain has faced especially significant disruptions due to geopolitical tensions. Conflicts near critical maritime trade routes, such as the Suez Canal and the Straits of Mandeb, have forced vessels to reroute on a long and expensive journey around Africa, resulting in increases to global CO_2 emissions from the additional miles sailed. This has led to delays at trans-shipment ports in Asia, and container shortages at some ports. This situation is compounded by price fluctuations driven by broader geopolitical issues, including the ongoing Russia-Ukraine conflict, leading to increased global shipping costs. Domestically, congestion at ports along Australia's eastern coast has resulted in delays and additional expenses. Consequently, consumers are experiencing higher product prices.

The continued impact of global uncertainty around shipping capacities, inflation and shifting commodity prices has created price risk and volatility in our purchasing of raw materials and commodities. For example, the price of ammonia has shown large fluctuations during 2024, and geopolitical tensions have significantly impacted the availability of traded nitrate. Over-the-road trucking infrastructure issues, labour shortages, railroad logistical challenges, port congestion, and import material disruptions have caused challenges in getting raw materials and commodities to our sites.

Managing our supply chain risks

Dyno Nobel's management of its supply chain risks is integrated into our broader business strategy development and review processes, and follows the risk identification, assessment and management procedures set out in IPL's Group-wide Risk Management Framework. The Framework requires the identification and management of risks to be embedded in business activities, for both financial impact and stakeholder impact risks. At the business unit level, risks and opportunities are reported to the ARMC and CRO through Supply Review Meetings (SRMs) and Management Business Reviews (MBRs) within the Integrated Business Process (IBP), which assesses key products and commodities, supply chains and markets for risks and opportunities on a monthly basis. In addition, the CEO & MD and CFO are engaged in monthly Business Process Reviews to ensure business plans and strategies are executed, followed by a briefing to the Board.

Risks are then reported to business unit leaders, and included in business unit reports to the CEO & MD and the CRO on a monthly basis, as part of the Business Process Review process. Mitigants are designed with reference to the Group-wide risk management and measurement systems, including Cintellate, Velocity EHS Risk, and the Group document management system GDRMS. To support supply chain resilience, cross-functional teams continue to work on broadening our supply network, addressing raw material threats and reducing reliance on single source suppliers.

Supply chain-related human rights and modern slavery risks are governed in line with our Code of Conduct, our One IPL Zero Harm Ambition, and the HSECMS. HRWG plays the lead role in developing and monitoring policies, and ensuring the adoption of modern slavery and human rights risk management processes across our supply chain. Identified risks and metrics on incidents, compliance with IPL's relevant policies and participation with training requirements are reported to the Ethics Committee and SSC, with the ARMC holding oversight responsibility. In 2024, 428 Dyno Nobel employees completed our e-learning module on Modern Slavery in the supply chain. These processes are detailed in the 'People and Communities' section of this report.

In line with our Innovate Reconciliation Action Plan (RAP), we have incorporated targets for our procurement team relating to the amount spent on goods and services from Australian First Nations businesses, and the number of new Australian First Nations suppliers engaged. In Australia, we have specific roles that support our Ethical Procurement agenda. Our procurement team has worked to increase opportunities and spend on First Nations businesses, suppliers and workers in the last three years. We also remain a voluntary member of the Business Council of Australia's Raising the Bar program, which aims to see members steadily increase their procurement spending with Australian First Nations suppliers.

In 2024 we were able to exceed our procurement stretch target spend on First Nations businesses by 40%.

Actions to mitigate supply chain risks

Congestion at ports on Australia's east coast continued to pose a threat to supply chain resilience in 2024, due to increased demand and longer queues for offloading, as well as disruptions to port itineraries from ship diversions. Dyno Nobel continues to engage with port authorities, governments and shipping partners to explore ways of optimising solutions for itself and its customers.

During 2024, we continued to improve our diversification of supply position, shifting up more than 20 basis points over the last four years on a measure of sole-source to multi-source position. In the US in 2023, Dyno North America's logistics arm, Dyno Nobel Transportation Inc., became a registered partner with SmartWay in a program supported by the United States Environmental Protection Agency that helps companies improve supply chain sustainability and freight transportation efficiency.

In 2023 we extended to DNA an additional new-vendor screening requirement used in our DNAP business unit. As part of setting up any new vendors in our systems, this screening is completed using the online Dow Jones Risk and Compliance tool which screens for risks related to anti-money laundering and counter-terrorism financing, sanctions, anti-bribery and corruption, and international trade compliance. An ongoing focus for Dyno Nobel will be to critically assess the way in which new technology applications can help deliver greater supply chain efficiencies; for example, through process automation, and the identification and preparation of decision-ready insights to streamline supply chain-related activities.

New plant opened at Dyno Nobel's Helidon operations

In August 2024 we officially opened a state-of-the-art, fully automated electronic detonator manufacturing plant at our Helidon manufacturing site in Queensland. This multi-million-dollar facility marks a significant milestone in Dyno Nobel's commitment to enhancing safety, innovation and operational efficiency in the Australian resources sector, and will play a crucial role in producing products vital to the mining and resources industry.

The project will deliver an increase in Dyno Nobel's capability to manufacture its DigiShot® Plus.4G units, one of the world's safest and most popular electronic detonator systems. Automated assembly is expected to drive significant safety and operational efficiency improvements and places Dyno Nobel at the forefront of automated electronic detonator production in the industry.

The plant will allow us to deliver exceptional product quality and ensure security of supply for our customers. Importantly, it also provides significant upskilling opportunities for our workforce, equipping them with new skills which are essential in today's rapidly evolving economy.

As part of Dyno Nobel's broader automation strategy, this new plant builds on previous advancements at the Company's Simsbury, Connecticut site. The automation initiative is a key component of Dyno Nobel's growth and technology strategy, addressing the critical drivers of safety and operational efficiency.

Our Fertilisers Business

INCITEC PIVOT FERTILISERS OUR FERTILISERS BUSINESS

Incitec Pivot Fertilisers (IPF) is IPL's fertilisers business. With a long history in the Australian fertiliser industry that goes back over 100 years, we have demonstrated resilience through variable weather conditions, agricultural and economic cycles, and a dynamic technological and policy environment related to the clean energy transition.

Operating across Eastern Australia, IPF is one of the largest domestic manufacturers and suppliers of fertilisers by volume. During 2024, a range of fertilisers were produced from its strategically positioned manufacturing facilities including the ammonium phosphate fertiliser plant at Phosphate Hill, complemented by the world-scale sulphuric acid plant at Mt Isa, and the Geelong Single Super Phosphate (SSP) manufacturing plant.

IPF's distribution network includes more than 17 Distribution Centres and stretches from Cairns in North Queensland down the eastern and southern Australian coasts to Port Lincoln in South Australia. These include three EASY Liquids sites based in Boundary Bend, Moree and Whitton, providing a wide range of liquid fertilisers to key agricultural markets close to these distribution points.

Internationally, IPF sells to major offshore agricultural markets in Asia Pacific, the Indian subcontinent, Brazil and the US. IPF also procures fertilisers from overseas manufacturers to meet domestic seasonal peaks for its customers' diversified crops.

Our Incitec Pivot Fertilisers operations

3
Manufacturing facilities

1
Soil and plant testing laboratory

18
Primary Distribution Centres (PDCs)

9
Export regions

>800kt
Fertiliser storage

>1.0mt
Produced

39%
of east coast fertiliser market supplied

>2.7mt
Distributed

Incitec Pivot Fertilisers

- Primary Distribution Centres
- Regional Service Centres
- Regional Offices
- Soil and plant testing laboratory
- Manufacturing site
- Headquarters

How we create value

OPERATING ENVIRONMENT

Megatrends

- Supply chain resilience and transparency
- Increasing geopolitical instability
- Changing global demand
- Increasing societal expectations
- Evolving nature of work
- Growing pressure for climate action
- Growing awareness of natural capital
- Focus on circular economy
- Technological revolution
- Changing agricultural practices

FINANCIAL AND IMPACT RISK AREAS

- People and Communities
- Sustainable Returns
- Environment
- Customers and supply chain

OUR SYSTEMS

HSEC Management System | Business Strategy | Risk Management Framework

OUR BUSINESS STRATEGY

Strategy

Providing value-add fertilisers and soil health services that increase the productivity and sustainability of our agricultural customers.

Strategic Drivers

- Manufacturing excellence
- Zero Harm
- Talented and engaged people
- Customer focus
- Leading technology solutions
- Profitable growth

SUSTAINABILITY PRIORITIES

MATERIAL ISSUES

Ensuring ethical conduct and business practices

- Due diligence on human rights and modern slavery
- Ensuring cyber security

Safe, inclusive and high performance culture

- Zero Harm: Safety and Wellbeing
- Diversity
- Employee engagement
- Learning and development

Relationships with communities that build trust and resilience

- Community safety, support and connection, including with First Nations communities

Transitioning towards Net Zero

- Decarbonising our portfolio
- Green ammonia and hydrogen strategy
- Product innovation to reduce GHG

Reducing our environmental impact

- Innovation in responsible and sustainable products and services
- Sustainable plant-nutrition solutions
- Soil biodiversity
- Assessing interactions with nature
- Managing hazardous waste and chemicals responsibly
- Sustainable use of water

Partnering with customers and suppliers

- Customer partnerships for safety, sustainability and productivity
- Sustainable and resilient supply chain

VALUE CREATION OUTCOMES

Employees

To enable our people to deliver a sustainable and successful future for all stakeholders, our People Strategy is designed to support a safe, inclusive and high performance culture, and a workplace with 'Safe Ground' that offers physical and psychological safety, and Zero Harm for everyone, everywhere.

People and community

We foster long-term and meaningful relationships with local communities through an active and grass-roots approach to engagement, our Innovate Reconciliation Action Plan and through supporting a range of community giving programs.

Shareholders and the economy

Our innovative technology products are driving business growth as our customers look to improve productivity and safety while reducing their environmental footprint. This, along with our commitment to the highest standard of corporate governance and our focus on integrating ESG opportunities and risks into our business strategy, underpins the delivery of sustainable shareholder returns.

Environment

We are committed to reducing our environmental impact through compliance with all relevant environmental licences and regulations, increased energy efficiencies at our manufacturing facilities and the implementation of our Net Zero GHG Transition Pathway.

Value chain: customers and suppliers

Extreme weather events, regulation, labour shortages, modern slavery risks, geopolitics and raw material sourcing have introduced complexity into supply chains. We work to build mutually beneficial relationships with our customers and suppliers to overcome these challenges and unlock the potential in the Earth to help people grow.

Reducing Our Environmental Impact

Environmentally responsible operations

Our fertiliser business plays a vital role in the sustainable growth of Australian agriculture. Through our products and services, we aim to assist our farming customers in maximising crop yields and productivity while improving soil health and reducing GHG emissions.

IPF aims to provide value-adding fertilisers and soil health services that increase the productivity and sustainability of our agricultural customers. Due to the challenges of climate change and meeting the needs of a growing population, the agricultural sector will need to farm more sustainably, increasing yields on existing cleared land.

There is increasing recognition that more sustainable farming practices can also result in increased productivity, and IPF remains well positioned to satisfy the growing demand for technology solutions that deliver. During 2024, we continued to work directly with farmers on a range of research trials and demonstrations of technologies that enhance productivity and reduce the GHG associated with the use of our products. Our customers are increasingly focused on technical innovation to drive yield, manage costs and reduce environmental impacts. This is translating to greater customer uptake of soil and plant testing, precision application of fertilisers and our Enhanced Efficiency Fertiliser (EEF) range.

Financial and impact risks
Risk of adverse environmental impacts from customer use of IPF's products and services.
Risk of overflow of water management systems during high rainfall events, resulting in fines and adverse environmental impacts.
Risk of water restrictions impacting regions with High Baseline Water Stress, or regions where this is expected to increase in the short to medium term, impacting IPF production and local communities.
Risk of fines and adverse environmental impacts resulting from the accidental release from our sites of hazardous chemicals, or nutrients, into air, soil or water.
Financial and impact opportunities
Opportunity to educate site employees about, and share knowledge on caring for, important natural ecosystems identified close to IPF sites through our Taskforce on Nature-related Financial Disclosures (TNFD) Locate, Evaluate, Assess and Prepare (LEAP) assessment.
Opportunity to develop products and services related to valuing natural assets managed by farming customers.
Continuing opportunity to expand both IPF's soil testing services, and contribution to enhancing farming customer and advisor education on soil knowledge and soil health best practice, resulting in more sustainable farming operations.
Opportunities associated with continued promotion of our EEFs, which reduce GHG from fertiliser use and leaching of nitrogen into waterways from customer farms.

Our approach to promoting sustainable use of fertilisers

Our products and services are designed to increase the productivity and sustainability of our agricultural customers through value-adding fertilisers and soil and plant testing services. We promote repsonsible application of nutrients through the strategy below.

USE ONLY WHAT IS NEEDED	**Nutrient Advantage (NA)**	**Soil health starts with building a strong base of soil, crop and nutrient knowledge.**	– We operate Australia's leading state-of-the-art soil, plant and water testing laboratory, run by experienced scientists and supported by a large network of expert advisors. – We have a continuous improvement program for our NA Pro decision support application to ensure that the most recent research drives nutrient recommendations. The system is assured by maintaining FERTCARE accreditation. – NA's Soil Health Package has seen increasing demand, with a growing interest in the measurement of soil carbon. Our Soil Health Package analyses the biological, chemical and physical characteristics of soil health. – We have expanded our advisor network and our services and are working towards increasing the number of tests we run in the next five years.
USE IT WHERE IT IS NEEDED	**Partnership with Precision Ag (formerly 'Precision Agriculture')**	**To address variations in yields and soil health across a field, we explore technology and automation solutions that enable variable rate application – delivering precise quantities where they are required.**	– IPF's Nutrient Advantage is the exclusive supplier of laboratory services to Precision Ag. – IPF's strategic partnership with Precision Ag has evolved in 2024, with IPF supporting expansion into new regions.
USE IT EFFICIENTLY	**Liquid Fertilisers**	**Liquid fertilisers are a proven, easy, safe and more precise way of delivering essential plant nutrients on a large scale.**	– IPF's Easy Liquids range has experienced rising sales volumes in 2024 against 2023. We have successfully integrated the liquid fertilisers business since it was acquired from Yara Nipro in 2022.
USE IT, DON'T LOSE IT	**Enhanced Efficiency Fertilisers (EEFs)**	**These products help minimise nutrient losses to waterways and to the atmosphere as GHG emissions.**	– Demand for EEF products has grown by around 20% in 2024, supported by a $4m investment in our fertiliser coating capacities across IPF distribution centres. This reflects growing awareness among farmers and advisers of the products' efficacy in maximising yields and reducing GHG emissions. – IPF continues to invest in research and development to improve the efficacy of its EEF range, including as lead industry partner in the Australian Research Council funded Hub for Smart Fertilisers.

Managing our environment-related risks and opportunities

The management of identified risks relating to environmental impacts is integrated into IPF's broader business strategy and risk management processes. As part of IPL, safety, productivity and environmental sustainability are considered when making decisions relating to IPF's business strategy, major investments and capital expenditures, and the development of our internal policies, processes and products.

As for our Dyno Nobel buiness, IPF's management of environment-related risks and opportunities is enacted through the IPL HSECMS. Identified risks are managed according to the IPL Group Risk Management Framework and the IPL Zero Harm Strategy, which includes strategies and targets related to managing environmental incidents. These systems and processes are under the oversight of the Board's HSEC Committee and Zero Harm Councils, which are described in detail in the 'Zero Harm' section of the 'People and Communities' chapter of this report.

Collectively, these set out the principles, metrics and actions that all employees, from those at operational sites to executive leaders, must execute to achieve the Company Values of 'Zero Harm for Everyone' and 'Care for the Community and our Environment'.

The HSECMS guides IPF's identification and assessment of environment-related risks and impacts. Additional strategic risks and opportunities are identified through the IPF business unit's strategic planning process. Risks and opportunities are maintained on business unit and site-based risk registers and evaluated using the Group Risk Management Framework for their likely impact on strategic business objectives, commercial targets and potential impacts relating to health, safety, environment and communities. These are then reported to business unit leaders, and included in business unit reports to the CEO & MD and the CRO on a monthly basis, as part of the Business Process Review.

Zero Significant Environmental Incidents and Regulatory Infringements in 2024

We target Zero Significant Environmental Incidents under our Zero Harm Strategy and are pleased to report that there were no Significant Environmental Incidents or Regulatory Infringements across IPF sites during the 2024.

To record near miss and incident data, and develop responses to existing and emerging environmental risks, IPF uses IPL's whole-of-Group risk management and measurement systems, including Cintellate, Velocity EHS Risk, and the Group document management system GDRMS. These set out the standardised risk assessment and management methodologies for all of IPL's global operations, and are designed to ensure employees, site managers and business unit managers take a comprehensive, rigorous and standardised approach to addressing environmental risks. The iPad-based iAuditor software is an additional tool used to record environmental risks identified during inspections.

Data collected from these is used to inform reports to senior business unit managers, the IPL Executive Team and the HSEC Committee.

During the year, IPF began a comprehensive review of its environmental management strategy to strengthen its whole-of-business approach to environmental risk management. This will be an ongoing priority into 2025.

Setting the standard for protecting the environment

The HSECMS includes 18 global HSEC Standards, which set out the minimum expected requirements for all employees and contractors, at all levels of the organisation and across functions and operations.

The following HSEC Standards are especially relevant to IPF's management of environment-related risks and opportunities.

- **HSEC Environment Standard (HSEC STD 11)**, which requires site managers to complete Environmental Assessments and environmental risk scans at all sites; to maintain a process to identify, implement and ensure compliance with IPL's risk management and HSEC procedures, as well as local legislation and regulation; and monitor the sustainability performance of their operations through measurement of key operational activity indicators.
- **HSEC High Hazard Activities Standard (HSEC STD 7)**, which requires site managers and senior leaders to develop and maintain full understanding of significant risks and critical controls for activities deemed 'High Hazard Actvities'; and to ensure compliance with IPL's risk management and HSEC procedures as well as local legislation and regulation.
- **HSEC Product Stewardship Standard (HSEC STD 15)**, which sets out requirements for business units to ensure their operations adhere to the responsible and ethical design and management of products, packaging and services throughout their entire product life cycle to protect the health of the public and the environment.

The HSEC Standards are aligned to ISO 14001, OHSAS 18001, ISO 31000 and AS 4801 international standards, as well as the American Chemistry Council Responsible Care Management System and the Center for Chemical Process Safety. Current versions of the HSECMS and related documentation are available to all IPL employees and contractors via our OnBase employee portal.

Assessing our interactions with nature

During the previous reporting period, IPF conducted an initial 'LEAP Assessment' in line with the recommendations of the TNFD. LEAP stands for 'Locate, Evaluate, Assess and Prepare', the four phases of a structured evaluation designed to identify a company's material nature-related impacts, dependencies, risks and opportunities.

This TNFD assessment considered how IPF's operations and products (downstream) intersect with natural ecosystems, including ecosystems of concern. For example, as a fertiliser business, IPF's products interact with important natural cycles that support plant growth and can also impact animal and plant biodiversity. Our fertilisers contain nutrients that are part of the nitrogen and phosphorous cycles; the soils and crops they support interact with the water cycle and carbon cycle; and through our manufacturing processes, we use water, and fuels that are part of the carbon cycle. The evaluation included three 'deep-dive' assessments: our SSP manufacturing site in Geelong, Victoria and our Cairns Primary Distribution Centre in Queensland, which were selected due to their location within 50km of ecosystems of importance; and our research farm at Colonsay in Queensland, which was chosen as a proxy for customer farms which use our products. For each of these sites, the assessment mapped the risks and opportunites associated with our use of natural resources and our potential impacts on natural assets such as key biodiversity areas, protected areas, water stress and, for the Colonsay Farm, soil condition and applied nutrients.

IPF was one of the first Australian entities to undertake a TNFD assessment, which identified that the material nature-related impacts, dependencies, risks and opportunities for the business are already being managed as part of our risk management and business strategy processes. The full **IPF TNFD** is a Supplement to this Sustainability Report.

Sustainable products and services

Our products and services are designed not only to support more productive and financially sustainable agricultural practices, but also to reduce potential impacts from their use in the environments in which they are used.

IPF's strategic alliance with Precision Ag has continued to grow. Since 2022, our NA laboratory has been the exclusive supplier of laboratory services to Precision Ag, whose methodology for intensive soil management enables a more advanced understanding and management of nutrient application across paddocks. Our partnership has delivered better agronomic data and infrastructure for dealers, agronomists and consultants, helping farmers achieve more productive and sustainable outcomes.

IPF's leadership recognised in 'Agriculture and Environment'

Our efforts to ensure sustainable operations throughout our business were recognised in July 2024 when IPF was recognised as a Sustainability Leader by the Australian Financial Review in the 'Agriculture and Environment' category.

The annual awards considered a number of entrants across six industry groups, with the contenders assessed using Boston Consulting Group's Sustainable Business Model Innovation (SBM-I) framework. Entries were rated on environmental, societal and business benefits; business model change; and market impact.

IPF was recognised for our commitment to research and development which has resulted in patented fertiliser technology that drives sustainability improvements in Australian agriculture: our innovative development and commercialisation of EEFs containing nitrogen-inhibitors, which reduce both N_2O to air as a GHG and nitrogen run-off, was recognised as a significant contribution to improving environmental outcomes associated with fertiliser use.

IPF was recognised along with Biomass Projects, whose work to embed carbon in soil through biochar was recognised; Lord of the Trees, for its use of drones to support reforestation; and Stafford Partners carbon offset fund, who are investing in new forests, forest restoration and forest management projects.

Leveraging our expert knowledge to support sustainable soil health for increased productivity

Soil health is a growing priority for our customers and stakeholders. Australia's National Soil Action Plan, released in November 2023, underscored the importance of mapping the state of soil health nation-wide, in order to invest in its future health.

This reflects the ongoing challenge for growers associated with declines and variations in soil health across arable land, which can impact yields. IPF has long recognised the vital importance of soil health, including soil biodiversity.

IPF has built a unique capability to understand the key characteristics of soils through NA, our analytical laboratory which offers specialist soil, plant and water testing to advisors and farmers. NA tests approximately 200,000 soil, plant and water samples each year, and has been supporting farmers for more than 60 years.

NA's Soil Health Package complements existing testing packages offered by NA. The Soil Health Package analyses the interactions between the biological, chemical and physical elements of soil, and how they contribute to soil health. The package also interprets the results and provides recommendations on how to improve those areas. This tailored data is designed to help farmers make targeted improvements in under-performing fields, increasing their productivity and sustainability.

IPF has become the exclusive provider of soil research services to a number of organisations through NA. In 2024, and in line with the focus of the National Soil Action Plan, we have seen increasing demand in the measurement of soil carbon.

In addition, during 2024, IPF trained 146 agronomists and held over 100 knowledge sessions for farmers and agronomists to share our valuable knowledge and latest research findings.

This unique expertise and direct connection to a range of customers establishes IPF as a valuable potential contributor to a national understanding of soil health.

Enhanced Efficiency Fertiliser (EEFs)

Our EEFs keep nitrogen in stable forms in the soil for longer, improving uptake by plants and reducing the risk of nutrient run-off. They also reduce potential losses of nitrogen to the air as nitrous oxide, a GHG with a warming potential 273 times higher than CO_2.

Our eNpower® EasyN® fertiliser product (a combination of our proprietary nitrification inhibitor containing dimethyl pyrazole glycolate (DMP-G) and urea ammonium nitrate solution) has been shown to lower N_2O emissions from farm fields by up to 64%. This product moved from field trials and into full commercialisation in 2024.

IPF has continued to advocate the effectiveness of its EEF products as a contributor to Australia's Net Zero ambitions. During the previous reporting period, IPF assisted Fertiliser Australia to prepare a **white paper to the Australian Government** to inform stakeholders about nitrogen use in Australia, provide an understanding of nitrogen (N) losses in the Australian context, focusing on GHG emissions, and provide some recommendations on future policy options that could be considered. Published in October 2023, the paper included the positive emissions-reducing capabilities of EEFs, which have been shown to reduce GHG from fertiliser use on farms by up to 76%[1]. The Government has since recognised the effectiveness of this technology, with Australia's Minister for Climate Change and Energy referring to nitrogen inhibited fertilisers as an example of strong innovation to deliver decarbonisation in Australia's agriculture and land management sector[2]. To build on this important opportunity, IPF has registered its interest in collaborating on the development of a recognised methodology to quantify and recognise the GHG reductions associated with the use of EEFs in Australia.

Customers are also becoming aware of the benefits of nitrogen inhibited products, with a 20% increase in EEF sales in 2024. To meet the increasing demand, we have expanded the number of facilities manufacturing the EEF range. In the last five years IPF has invested over $4m on EEF coating facilities, and we anticipate there will be another three new major projects associated with this product range in 2025. The growth in the market uptake of EEFs will have the additional benefit of reducing our Scope 3 GHG through reducing customers' on-farm emissions from the use of these products.

To ensure we respond comprehensively to emerging demand for our advanced product range, IPF has established a cross-functional steering committee with representatives from our procurement, research and development, commercial and sustainability functions. Supporting the growth of our value-added product range will remain a strategic priority for IPF into 2025.

Easy Liquids

IPF's liquid fertiliser products present a number of benefits for our farming customers. They are easy to handle, easy to store, resist deterioration while in storage, and can be applied using a wide range of existing farm application equipment. Most importantly, they can be applied precisely, using modern fertigation systems that combine fertiliser application with efficient irrigation techniques, ensuring only what is required to maximise yield is applied.

Since acquiring the Yara Nipro liquid fertiliser business in 2022, IPF has focused on integrating the acquisition into its broader product family, and developing market growth strategies. Demand for IPF's Liquid Products has grown compared to 2023, resulting in our port assets and manufacturing operations, which are strategically located in Adelaide, Geelong, Moree, Whitton and Boundary Bend, distributing over 70 million litres of liquid fertilisers in 2024. IPF is now the largest manufacturer and distributor of liquid fertiliser on Australia's east coast.

Trigger®

Our granular humate product, Trigger, is an air-dried, low-dust product, with a high concentration of humic acid. Humic acids support crop growth by holding onto nutrients, preventing them from leaching away from plant roots. In field tests, Trigger has demonstrated the ability to significantly reduce on-farm GHG emissions.

Humic acids have also been shown to improve soil properties through increasing water-holding capacity, cation exchange capacity and microbial activity – contributing to healthier and more fertile soils.

Using water sustainably

IPF recognises that water is a precious and essential resource. Large volumes of high-quality cooling water are required for the manufacture of ammonia at our Phosphate Hill, Queensland facility, and water is also a key input for the manufacture of sulphuric acid at Mt Isa, Queensland which is used to make ammonium phosphate fertilisers at Phosphate Hill, and for the manufacture of single super phosphate (SSP) fertiliser manufacture in Geelong.

In 2024 IPF reclaimed 147,117kL of water from waste gypsum stockpiles at Phosphate Hill, allowing both the reduction of fresh groundwater extraction and the recapture of valuable phosphates from the water. At Geelong, Victoria, 1,429kL of stormwater was captured and treated for reuse. This reduces municipal water use and prevents rainwater which may have high nutrient levels from leaving the site.

At Mt Isa, steam used in the on-site electricity generation turbine is condensed for reuse and any water drained from our cooling towers is returned to the nearby metal ore mine as process water. At our Townsville, Queensland Product Distribution Centre (PDC), we have increased our capacity to collect and store 'first flush' rainwater and reuse this captured water for cleaning activities and the site wheel bath, reducing site water use.

Also in 2024, IPF completed an important remediation and validation project at Pinkenba, Queensland. A historical site dating back to the early 20th century, IPF has sold the site but retains the obligations under our environmental licence for the site to address groundwater contamination issues. We are committed to completing the further work required to meet our obligations and relinquish the licence for this site.

Ensuring the sustainable use of water

To ensure careful management of water and to minimise our potential impacts on local aquatic ecosystems, our Operations Managers are responsible for assessing potential water risks for sites and the environment. These are recorded as part of each site's, and the IPF business unit's, risk registers.

In addition, an annual Group-wide review of water risks and water stress conditions across our sites is led by the Corporate Sustainability Manager, using the World Resources Institute's Aqueduct Tool. This Tool relies on a global database designed to measure, map and support the mitigation of water risks, including those driven by climate change, and provides projections of rainfall, population and expected baseline water stress for each region to 2025, 2030 and 2040.

In addition, water risks are included in our future climate-related risk scenarios, which are updated every three years using the latest IPCC projections. Updated in 2024, these indicate that average annual rainfall across the lower half of Australia is likely to decrease, with variability increasing in the northern half of Australia. As a result, longer periods of drought may be created, potentially leading to water restrictions becoming more frequent in some areas, including at IPF's Gibson Island, Geelong and Mt Isa sites.

The results of these analyses are integrated into the development of IPF's risk management and business strategy processes, with water risks and management strategies being reported to the Executive Team's SSC and to the HSEC Committee.

1 Meng, Y., et al (2021) Geoderma, Nitrification inhibitors reduce nitrogen losses and improve soil health in a subtropical pastureland (388). **https://www.sciencedirect.com/science/article/abs/pii/S0016706121000215**.

2 Bowen, Chris (2024), Speech to Sustainable Agriculture Summit, Toowoomba, Queensland. **https://minister.dcceew.gov.au/bowen/speeches/speech-sustainable-agriculture-summit-toowoomba-queensland.**

Managing hazardous substances and waste

As our operations require the handling and disposal of hazardous substances and waste, IPF places the highest priority on ensuring these substances do not compromise the safety of its employees or the environment. As IPF's operations are entirely within Australia, hazardous wastes are defined and managed according to the Australian State regulations listed in the SASB index of our **2024 GRI Index and Data Supplement** to this report.

At the Group level, the loss of containment of a hazardous substance is one of the 14 specific risk events identified as being both of high likelihood and of highest health, safety and environmental (HSE) consequence. This list of 14 events comprises IPL's HSE Broad Risk Categories, which provides a basis for HSE risk governance by IPL's Executive Team Zero Harm Council and the Board's HSEC Committee. Please see the 'Zero Harm to our People' section of this report for a detailed overview of the HSEC risk governance process, which also applies to risks relating to the handling of hazardous substances.

We ensure that our employees safely handle these substances in line with our HSECMS and its Standards – particularly the Environmental Standard and High Hazard Activities Standard. As with other environmental risks, hazardous substance-related risks and incidents are documented in our risk management systems. IPF mitigates the risk of loss of containment incidents through appropriate storage and handling equipment and practices. In addition, a systematic and regular inspection program is implemented to identify containment hazards and any leaked or spilled products. All sites have spill management plans applicable to both bulk granular and liquid products as a component of each site's Environmental Management Plan. These plans are based on the principles of Control, Contain and Clean-up. For sites which present significant loss of containment risks, Emergency Response Plans are in place to control a release event and minimise the impacts.

Solid waste

The amount of solid waste produced by IPF in 2024 was 1,977 tonnes which was 7% less than in 2023. Phosphogypsum waste from our Phosphate Hill ammonium phosphate manufacturing facility in Queensland was 3,241,880 tonnes. This waste is stockpiled at the site for dewatering and will be capped in future and revegetated to match local landforms.

Liquid waste

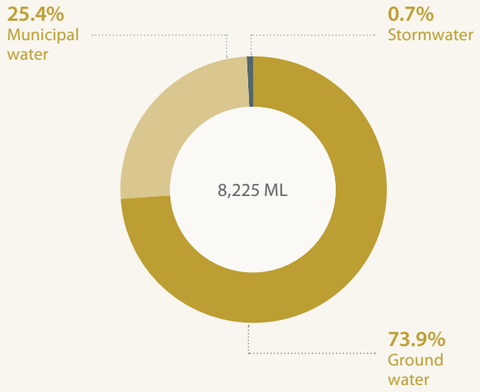
The amount of liquid waste produced by IPF declined by 187% in 2024, reaching 2,058kL. This decline is mostly due to the cessation of manufacturing at Gibson Island, Queensland. Of the total liquid waste, 193kL, or 9%, was hazardous liquid waste, and 97% of this hazardous liquid waste was recycled. A total of 405kL of liquid waste was sent offsite, and 1,654kL, or 80% of this, was nutrient-rich water that was repurposed as a fertiliser product, or used for other downstream purposes, such as woodchip additive.

Recycling and using recycled content bags across our operations

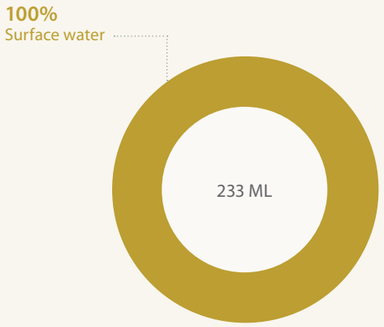
In 2024, IPF continued to partner with Big Bag Recovery to collect our fertiliser bags from farming customers and dealers for recycling. While most of our product is sold in bulk with no packaging, approximately 15% is sold in one tonne and small pack woven polypropylene (WPP) bags. During 2024, 354 tonnes of our fertiliser bags were collected for recycling. This avoided an estimated 381 tonnes of GHG and preserved approximately 671m^3 of landfill space.

For the first time, IPF is also set to introduce fertiliser bags containing recycled plastics across our operations. Due to safety concerns, obtaining recycled content bags has been difficult in the past. However, a new contract with industrial bag manufacturer BHA will see new bags rolled out from October 2024. The bags will be clearly marked 'Bag Contains 30% Recycled PP'. The estimated CO_2 reduction from using 30% recycled plastic content is 225.5 tCO_2e per annum.

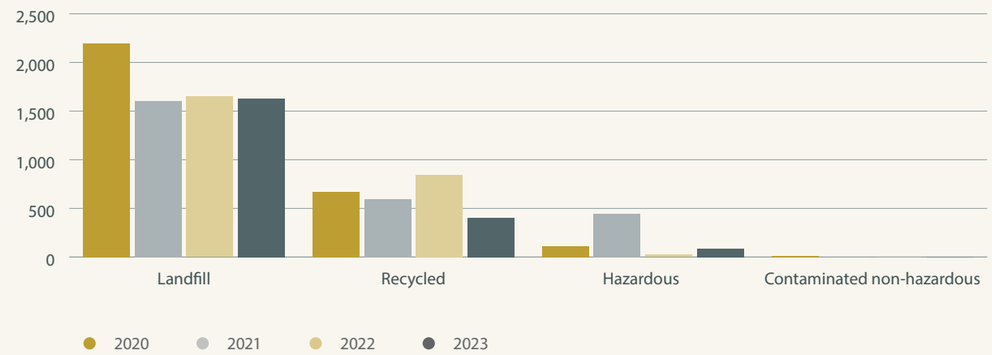
IPF water withdrawal by source (ML)



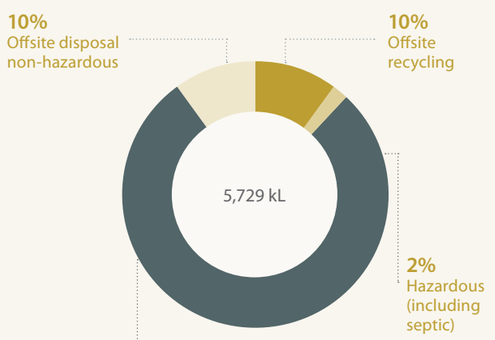
IPF water discharge by destination



IPF solid waste (metric tonnes)



IPF liquid waste by destination (kilolitres)



Customers and Supply Chain

INCITEC PIVOT FERTILISERS CUSTOMERS AND SUPPLY CHAIN

Our fertiliser business leverages its close industry partnerships and relationships with customers to guide our research, drive innovation and enhance the efficacy of our products and services. This is a vital ingredient to how we contribute to a growing agricultural sector that is profitable and environmentally sustainable.

Financial and impact risks
Risk of physical impacts of climate change disrupting supply chains.
Risk of conflict, or threat of conflict or piracy disrupting international supply chains.
Risks associated with single source suppliers.
Risk of products impacting on customer safety.
(Risks associated with the environmental impacts of our products are covered in the 'Environment' section)
Financial and impact opportunities
Opportunity to strengthen customer relationships and trust in IPF's brand through customer trials of new products and research partnerships with recognised and respected institutions.
(Opportunities associated with reducing the environmental impacts of our farming are covered in the 'Environment' section, with strategies described under 'Products and services that reduce environmental impacts')

Customer and research partnerships

Our customers are increasingly focused on technical innovation to drive yields, manage costs and reduce their environmental impacts. IPF aims to remain a trusted partner through continuing to provide close and targeted support for customer needs. In 2024 we continued a number of research and collaboration partnerships with customers and universities, and commenced work on an updated customer portal that will optimise the customer experience using modern digital technologies.

In 2024, we continued to partner with farmers, resellers/agronomists and researchers to test and promote the effectiveness of our EEF range in improving nitrogen use efficiency and reducing GHG emissions on farms – both of which contribute to more financially and environmentally sustainable agricultural operations for our customers. These trials and demonstrations aimed to provide data on both the productivity and GHG reductions associated with the use of our products on customer farms.

We have also continued to pursue partnerships with industry peers, peak bodies and university researchers to rigorously test and document how EEFs work to better explain their efficacy. IPF remains the lead partner in the Australian Research Council-funded Hub for Smart Fertilisers, and is continuing to support its research on how these increase nitrogen use efficiency (NUE).

Measuring GHG emissions from fertilisers on farms

In 2024 IPF's Research and Development team, led by Research Agronomist Robert Impraim, developed and field tested a simple technique to measure nitrous oxide (N_2O) and ammonia (NH_3) emissions from soils fertilised by a range of products, including our EEF products, on the farm.

The goal was to be able to work with growers to capture gases emitted from their soils using different fertilisers, and monitor, in a real-world setting, EEFs' emissions reduction potential. A practical, simple and inexpensive measurement system was required for this task.

The IPF team developed a network of non-steady state chambers which can be placed over a section of the soil's surface. Over time, gases emitted from the soil were collected in these chambers, allowing the amount of these two gases to be measured.

The results of the field trial proved the success of the new methodology, and IPF plans to roll it out across several new field sites in New South Wales. The objective is to measure emissions across different soil types, cropping systems and fertilisers, resulting in a comprehensive database that can be used to model and predict emissions based on different types of soils and fertiliser applications. Such a database may be useful in developing a standard methodology to quantify the GHG reductions associated with our EEFs across different soil types and cropping regions in eastern Australia.

Research partnerships on EEFs

In 2024 IPF partnered with a number of industry peers and academics to launch a new $17m national research project, led by the University of Melbourne and the Grains Research and Development Corporation (GRDC). The goal of this project is to test the efficacy of EEFs in different climates and agricultural ecosystems where grains are grown, and quantify their economic and environmental benefits. The project will involve a network of field trials across Australia, in a variety of soils and cropping systems, where EEFs will be tested against conventional nitrogen fertilisers.

The aim of the project is to demonstrate the effectiveness of different EEFs within the grains industry and provide growers with clear recommendations regarding which technologies will perform best in their production systems to maximise their return on investment. The research will run for four years and is expected to publish results in 2028.

Product stewardship and customer safety at IPF

Our Product Stewardship standards are set out in Standard 11 of the HSECMS and include measures to ensure the responsible and ethical design and management of products, packaging and services throughout their entire lifecycle to protect public and customer health as well as the environment. Progress is reported to the HSEC Committee of the Board via the Business Strategy Development and Review process, to ensure IPF is providing its customers with products that enhance safety, productivity and environmental sustainability.

In 2024, IPF collaborated with Fertiliser Australia on the new revision of a Code of Practice for Fertiliser Description and Labelling. It has also updated information design and content on fertiliser bag tags and printed advice to ensure customers have clear advice on compliance requirements with GHS and Code of Practice regulations. IPF's Factsheets, Agritopics and Use Directions, designed to provide customers with additional advice on the application of their products and broader soil and crop health care, are also being updated to ensure they remain aligned with the latest agronomical science.

Sustainable supply chains

During 2024, our business and our customers faced a number of challenges including ongoing supply chain disruptions, volatile prices resulting from geopolitical tensions, international government fertiliser policy changes and ongoing conflict in Europe and the Middle East.

Maritime supply chain challenges were especially disruptive. Conflicts in or near key sea-borne trade lanes, such as the Red Sea, have caused the diversion of shipping from the Suez Canal to a lengthy, and often costly, navigation around the African continent. This, added to commodity price volatility resulting from broader geopolitical pressures – including the ongoing conflict between Russia and Ukraine – has maintained shipping price volatility. Closer to home, congestion at several ports on Australia's eastern and southern seaboard caused lengthy and costly delays.

Managing our supply chain risks

As with the management of environment-related risks, IPF takes an integrated approach to the identification, assessment and management of supply chain-related risks. Supply chain risks are identified by the IPF business unit, maintained on its risk register and are evaluated using the Group Risk Management Framework for their likely impact on business strategic objectives and commercial targets as well as financial impacts on IPF. To support supply chain resilience, cross-functional teams continue to work on diversifying supply networks, addressing raw material risks and reducing reliance on single source suppliers where possible.

Risks are reported to business unit leaders, and included in business unit reports to the CEO & MD and the Chief Risk Officer on a monthly basis, as part of the Business Process Review. Mitigants are designed with reference to the Group-wide risk management and process methodology.

Similarly, as reported in the 'Ensuring ethical conduct and business practices' section of the People and Communities chapter, IPF's management of human rights and modern slavery risks in our supply chain is governed in line with our Code of Conduct, Human Rights Policy and Modern Slavery Policy. As described in more detail under 'Ensuring ethical conduct and business practices' in the People and Communities section of this report, HRWG plays the lead operational role in developing and monitoring policies, and ensuring the adoption of modern slavery and human rights risk management processes at IPF. Identified risks and metrics on incidents, compliance with IPL's relevant policies and participation with training requirements are reported to the Ethics Committee and the ARMC is the Board-level body ultimately responsible for overseeing the management of modern slavery-related risks. In 2024, 107 IPF employees completed our e-learning module on Modern Slavery in the supply chain.

Partnerships to mitigate supply chain risks

IPF's supply chain risks are difficult to manage and working with key partners can make a difference. IPF has provided the Queensland Government with insights to support the optimisation of freight transport on the Mt Isa rail corridor. The government has committed $2 million in the *Queensland Transport and Roads Investment Program 2024-25 to 2027-28* to examine the feasibility of this project.

The need to minimise supply chain risks features in IPF's strategic plans, as evidenced by the decision to partner with Perdaman Chemicals and Fertilisers on a 20-year offtake agreement for 2.3 million tonnes of urea per year. This constitutes an important investment in on-shoring Australia's need for a consistent supply of urea as well as augmenting IPF's existing export trade. In 2024 the project has continued to progress, and is on track to meet its target of commissioning by mid-2027.

Supporting Australian First Nations Suppliers

To support Australian First Nations suppliers IPF has incorporated targets for our procurement team relating to the amount spent on goods and services from First Nations businesses, and the number of new First Nations suppliers engaged. In Australia, we have created a dedicated role to manage our Ethical Procurement agenda. As part of IPL's Innovate RAP, our procurement team has worked to increase opportunities and spend on First Nations businesses, suppliers and workers in the last three years. In 2024, IPF exceeded our targeted procurement spend with First Nations businesses, with a 43% increase on 2023 spend.

Phosphate Hill responds to climate-related supply chain risks

IPF's Phosphate Hill, Queensland facility is Australia's only manufacturer of ammonium phosphate fertilisers. 'Phos Hill', as it is affectionally known by its staff, mines up to two million tonnes of phosphate rich carbonate rock every year, from which it extracts phosphate to manufacture di-ammonium phosphate (DAP) and mono-ammonium phosphate (MAP) fertilisers. These are railed from Phosphate Hill to the Port of Townsville, Queensland for distribution through IPF's extensive distribution network, which stretches from Cairns, Queensland in the north to Port Lincoln, South Australia in the south. DAP and MAP is also exported from Townsville, Queensland to international markets. Together with the world-scale sulphuric acid plant in Mt Isa, Queensland which provides most of the acid required to extract the phosphate from the rock, Phosphate Hill and its supporting facilities are an integrated end-to-end operation.

Located approximately 160km south of Mt Isa, Phos Hill is isolated and reliant on a single rail line connecting the site with Mt Isa and the Port of Townsville – a rail corridor vulnerable to seasonal flooding.

In 2019 a major rail outage occurred when a one-in-one-hundred year flood damaged the rail line, requiring third party infrastructure to be rebuilt and IPF to invest in major contingency planning.

In January 2024, Hurricane Kirrily caused extensive flooding which cut the rail line between Phosphate Hill and Townsville for the entire month of February – preventing the transportation of fertilisers to distribution networks.

Responding with agility on the basis of its pre-prepared contingency plans and scenario planning, IPF's supply chain team was able to quickly switch to road transport, trucking 28,000 tonnes of fertiliser to maintain customer supply across February and March. Despite the disruption, both the phosphate mine and manufacturing plants continued to operate, and fertilisers were delivered to customers.

Glossary

OUR COMPANY

ARMC:	The Board's Audit and Risk Management Committee
Board:	Board of directors of Incitec Pivot Limited
CDSO:	Chief Development and Sustainability Officer
CFO:	Chief Financial Officer
CHSEOEO:	Chief Health, Safety and Environment and Operations Excellence Officer
CPO:	Chief People Officer
CRO:	Chief Risk Officer
CTO:	Chief Technology Officer
DNA:	Dyno Nobel Americas
DNAP:	Dyno Nobel Asia Pacific
HSEC Committee:	The Board's Health, Safety, Environment and Community Committee
IPF:	Incitec Pivot Fertilisers
IPL or the Company:	Incitec Pivot Limited
KMP:	IPL's Executive Key Management Personnel
KPI:	Key Performance Indicator
LOMO:	Dyno Nobel Americas' Louisiana, Missouri ammonium nitrate manufacturing facility
The Group, We, Us or Our:	Incitec Pivot Limited and its subsidiaries
Titanobel:	Titanobel, France
WALA:	Dyno Nobel Americas' ammonia manufacturing facility located in Waggaman, Louisiana

OTHER

AASB: The Australian Accounting Standards Board (AASB) is the Australian government agency responsible for developing, issuing and maintaining accounting standards in Australia. Following the 9 September 2024 vote by the Australian Parliament to pass the Treasury Laws Amendment Bill, a new mandatory corporate reporting regime in respect of climate will come into effect from 1 January 2025. This mandatory regime is known as AASB 2, and will be complemented by a voluntary reporting regime for broader sustainability matters (AASB 1).

ARENA: ARENA is the Australian Renewable Energy Agency. The agency supports the global transition to net zero emissions by accelerating the pace of pre-commercial innovation, to the benefit of Australian consumers, businesses and workers.

Biodiversity: The variability among living organisms from all sources, including terrestrial, marine and other aquatic ecosystems. The term also includes diversity within species, between species, and in ecosystems.

Biomes: Global scale zones, generally defined by the type of plant life that they support in response to average rainfall and temperature patterns (e.g. tunfra, coral reefs or savannas).

Carbon dioxide equivalent (CO_2e): The universal unit of measurement to indicate the global warming potential (GWP) of each of the six greenhouse gases, expressed in terms of the GWP of one unit of carbon dioxide. It is used to evaluate releasing (or avoiding releasing) different greenhouse gases against a common basis.

Climate: The weather conditions prevailing in an area/region in general or over a long period.

Dependencies: Aspects of ecosystem services that an organisation or other actor relies on to function.

Ecosystem: A dynamic complex of plant, animal and micro-organism communities and the non-living environment, interacting as a functional unit.

Ecosystem services: The contributions of ecosystems to the benefits that are used in economic and other human activity. These comprise: (a) provisioning services, which include any type of benefit that people can extract from nature; (b) cultural services, which include non-material services such as recreational activities, aesthetic inspiration, cultural identity and spiritual significance; and (c) regulating and maintenance services, which refers to the way in which ecosystems maintain and regulate the quality of land, air and water (e.g. through flood control).

Endangered species: Species considered to be facing a very high risk of extinction in the wild.

Environmental assets: The naturally occurring living and non-living components of the Earth, together constituting the biophysical environment, which may provide benefits to humanity. A list of environmental assets, as recognised by the TNFD's 'Fundamental Concepts for Understanding Nature', included on page 3 of our **IPF TNFD Supplement**.

Future Climate Related Scenario: A scenario describes a path of development leading to a particular outcome. A climate change scenario describes a path of development leading to a set degree of rise in temperature above pre-industrial global average temperatures. Our climate scenarios are described in Chapter 4 of the IPL Climate Change Report (2022).

Global Reporting Initiative (GRI): A leading organisation in the sustainability field, promoting the use of sustainability reporting as a way for organisations to become more sustainable and contribute to sustainable development. GRI has pioneered and developed a comprehensive Sustainability Reporting Framework that is widely used around the world. To see the GRI indicators covered by our sustainability web pages and publications, see IPL's GRI Index and Data Supplement.

IFRS: The International Financial Reporting Standards (IFRS) were established in 2001, taking over the role of the International Accounting Standards Committee to harmonise global financial reporting standards. In June 2023 the IFRS, under the leadership of the International Sustainability Standards Board (ISSB – see below) issued its first two sustainability standards: one focused on general sustainability disclosures (IFRS 1) and another focused on climate-related disclosures (IFRS 2). These have been influential for a number of emerging national sustainability disclosure regimes, including Australia's mandatory climate and voluntary general sustainability reporting regulations (see AASB, above).

Impacts: Changes in the state of nature which may result in changes to the capacity of nature to provide social and economic functions. Impacts can be positive or negative, and they may result from an organisation's or another party's actions, and may be direct, indirect, and cumulative.

Impact drivers: A measurable quantity of a natural resource that is used as a natural input to production, or a measurable non-product output of business activity (e.g. CO_2 emissions).

ISSB: The Trustees of the IFRS Foundation announced the formation of the International Sustainability Standards Board (ISSB) on 3 November 2021 at COP26 in Glasgow. The ISSB is developing – in the public interest – standards that will result in a high-quality, comprehensive global baseline of sustainability disclosures focused on the needs of investors and the financial markets.

Key Biodiversity Area: A site contributing significantly to the global persistence of biodiversity. A global list of Key Biodiversity Areas is curated by the KBA Partnership of leading global nature conservation organisations, and can be found at **https://www.keybiodiversityareas.org**.

'LEAP' assessment: The LEAP assessment is a recommendation from the Taskforce on Nature-related Financial Disclosures (TNFD – see below) to help reporting entities identify, evaluate and report on their nature-related dependencies, impacts, risks and opportunities. Organisations undertaking the LEAP assessment must: Locate their interactions with nature, Evaluate their impacts and dependencies, Assess their risks and opportunities, and Prepare for disclosures. IPL undertook an initial LEAP assessment of its IPF operations in 2023, which has been published this year. See the **IPF TNFD Supplement**.

Material: In the context of the GRI Reporting Framework, 'material' topics for a reporting organisation are those topics that have a direct or indirect impact on an organisation's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large. A material risk or opportunity for IPL is one which, if realised, could have an impact of $A20m or more on EBIT.

Megatrend: Our materiality assessment defines a megatrend as a large, transformative global force that defines the future by having a far-reaching impact on business, economies, industries, societies and individuals. A megatrend is distinguished from other trends in that it cannot be stopped or significantly altered, even by powerful actors such as governments.

NAIDOC Week: An Australian observance lasting from the first Sunday in July until the following Sunday. The acronym NAIDOC stands for National Aborigines and Islanders Day Observance Committee.

Natural capital: The stock of renewable and non-renewable natural resources that combine to yield a flow of benefits to people. These include living and non-living entities such as plants, animals, air, water, soils and minerals.

Nature: The natural world, with an emphasis on the diversity of living organisms (including people) and their interactions among themselves and with their environment. 'Nature' includes the natural resources, systems and cycles which humans depend on, such as minerals and energy; weather systems; the water cycle; carbon, nitrogen and phosphorus cycles; and resources such as the soil in which we grow our food.

Nature-related opportunities: Opportunities relating to natural resources, systems and cycles or to the restoration or protection of natural resources, systems and cycles.

Nature-related risks: These pertain to potential threats to an organisation and its sustained success, linked to their and wider society's dependencies on nature and nature impacts. These may include (a) nature-related physical risks (e.g. threats to an organisation from disruptions to natural systems, resulting in changes to living and non-living conditions that sustain the ecosystems on which businesses rely); (b) nature-related systemic risks (e.g. threats relating to the collapse of entire ecosystems, rather than a decline in part of an ecosystem); and (c) nature-related transition risks (e.g. threats to an organisation stemming from a misalignment between that organisation's strategy and management, and a changing regulatory, policy or societal landscape).

Near miss: An unplanned event that did not result in injury, illness or damage – but had the potential to do so. The aim of the investigation of 'near miss' events is to identify and mitigate root causes, providing a focus for improvement.

NOx: A generic term for the mono-nitrogen oxides NO and NO_2 (nitric oxide and nitrogen dioxide).

N_2O: Nitrous oxide (di-nitrogen oxide), listed as one of six greenhouse gases covered by the Kyoto Protocol and the Greenhouse Gas Protocol.

Paris Agreement: A global climate agreement that was reached under the United Nations Framework Convention on Climate Change (UNFCCC) at the 21st Conference of the Parties (COP21) in Paris (30 November to 12 December 2015) to limit average global temperature rise this century to well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius.

Physical risks: Physical risks resulting from climate change can be event-driven (acute) or longer-term shifts (chronic) in climate patterns. Physical risks may have financial implications for organisations, such as direct damage to assets and indirect impacts from supply chain disruption. Organisations' financial performance may also be affected by changes in water availability, sourcing and quality; food security; and/or extreme temperature changes impacting organisations' premises, operations, supply chain, transport needs, and employee safety.

Plant: The equipment used to manufacture a specific product e.g. ammonia. There may be several plants on a single IPL site.

Realms: Major components of the living, natural world that differ fundamentally in ecosystem organisation and function. In the TNFD's framework, these are: land, freshwater, ocean and atmosphere.

SafeGround: IPL seeks to create a culture of SafeGround, which we define as 'an environment of psychological safety in which people feel safe to raise concerns and make suggestions'. It is an essential part of a safety culture.

SASB: The Sustainability Accounting Standards Board (SASB) Standards help companies disclose relevant sustainability information to their investors. Available for 77 industries, the SASB Standards identify the sustainability-related risks and opportunities most likely to affect an entity's cash flows, access to finance and cost of capital over the short, medium or long term.

Scope 1 emissions: Direct GHG emissions which occur from sources that are owned or controlled by the Group, for example emissions from combustion in owned or controlled boilers, furnaces, vehicles etc, and emissions from chemical production in owned or controlled process equipment.

Scope 2 emissions: Scope 2 emissions are GHG emissions which arise from the generation of purchased electricity consumed by the Group. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organisational boundary of the Group. scope 2 emissions physically occur at the facility where this electricity is generated.

Scope 3 emissions: A GHG emissions reporting category that allows for the treatment of indirect emissions (other than scope 1 and 2 emissions). scope 3 emissions are a consequence of the activities of the Group, but occur from sources not owned or controlled by the Group. Our scope 3 emissions and calculation methodology are reported in Appendices 3 and 4 of the IPL Climate Change Report (2022).

Significant Environmental Incidents: Environmental Incidents as assessed against IPL's internal risk matrix with actual consequences of 5 or higher on a six-level scale. A Category 5 environmental incident is 'a major event or Environmental repeat non-compliance with regulatory, licence or permit conditions leading to prosecution or restriction of operations' and a Category 6 environmental incident is one which results in 'permanent or long-term impacts to water, land, biodiversity, air or ecosystems and requires significant remediation, rectification or investment in mitigation'.

Site: A single geographic location where IPL operations take place.

SOx: Sulphur oxide emissions, for example, sulphur dioxide (SO_2). Sulphur oxides arise from the burning of fossil fuels that contain sulphur and during the burning of sulphur to make sulphuric acid.

Supply chains: A sub-set of our value chain, referring to the companies who supply the inputs to our operations, such as raw materials for manufacturing, service providers and providers of other inputs such as electricity and water.

Transition risk: Transitioning to a lower-carbon economy may entail extensive policy, legal, technology and market changes to address mitigation and adaptation requirements related to climate change. Depending on the nature, speed and focus of these changes, transition risks may pose varying levels of financial and reputational risk to organisations.

TCFD: The Financial Stability Board Taskforce on Climate-related Financial Disclosures (TCFD) is a market-driven initiative, set up to develop a set of recommendations for voluntary and consistent climate-related financial risk disclosures in mainstream filings.

TNFD: The Taskforce on Nature-related Financial Disclosures (TNFD) is a risk management and disclosure framework to enable organisations to report on and respond to nature-related risks. The TNFD's final recommendations were released in September 2023. TNFD comprises UN organisations, financial institutions and corporates with over US$20 trillion in assets.

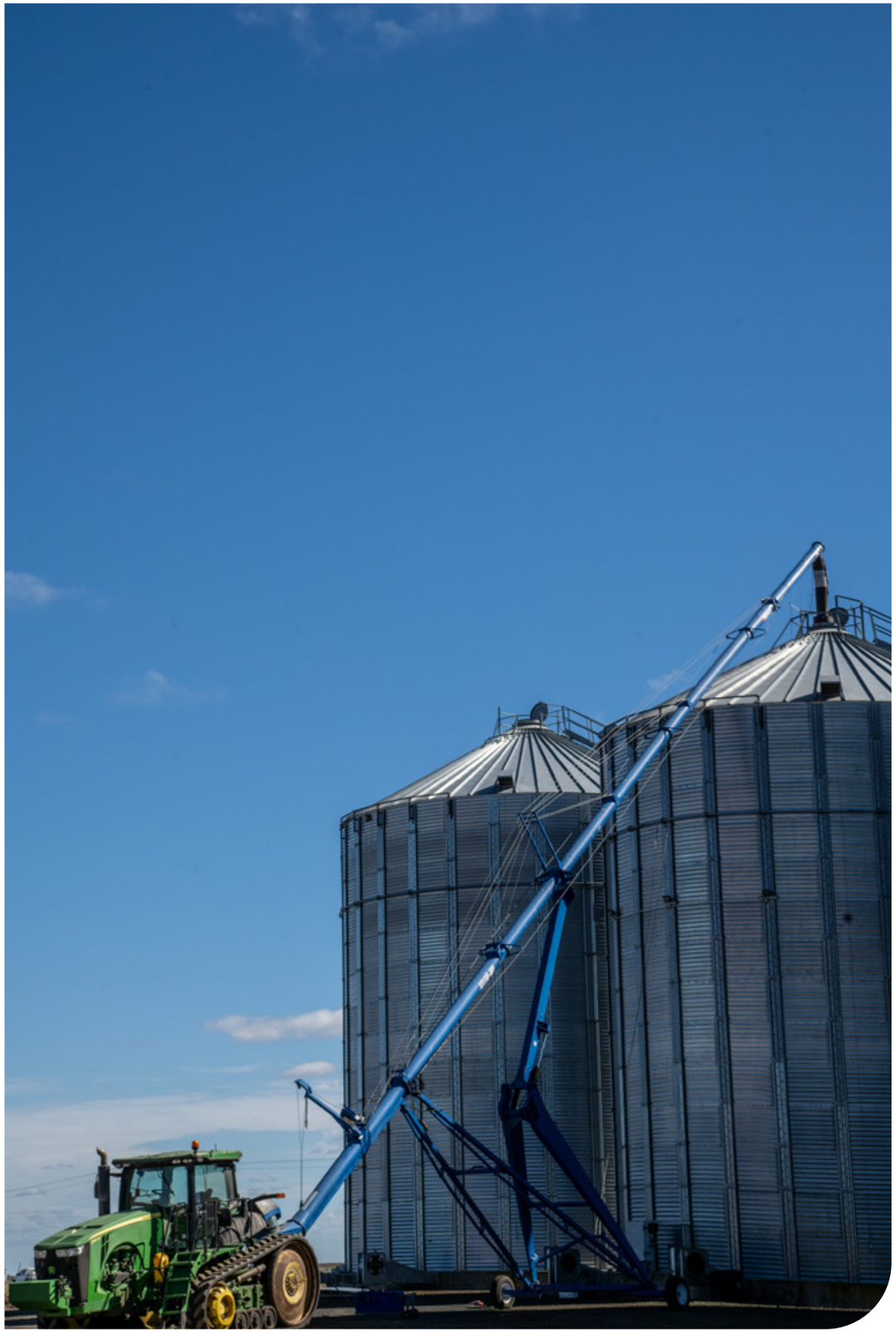
TRIFR: Total Recordable Injury Frequency Rate – the number of recordable incidents per 200,000 hours worked; includes contractors unless otherwise indicated.

UN SDGs: The UN SDGs are a set of 17 goals and 169 targets adopted by world leaders at the United Nations to end poverty, fight inequality and tackle climate change by 2030. Although primarily designed for governments, the SDGs call for action by all countries and stakeholders.

UNGC: The UN Global Compact (UNGC) is the world's largest corporate sustainability initiative – transforming businesses and raising ambitions towards the achievement of societal goals. The UN Global Compact Network Australia (UNGCNA) is the Australian business-led network of the UN Global Compact.

Value chain: Our value chain includes our suppliers (and potentially their suppliers), our operations, our distribution channels, and our customers who are the end users of our products. Our supply chains (described above) are a sub-set of this.

Water stress: Water stress may refer to the availability, quality or accessibility of water in relation to human and ecological demands for water.



INCITEC PIVOT FERTILISERS GLOSSARY

Forward looking statements

This report contains forward looking statements, including, but not limited to: statements regarding trends in commodity prices and supply and demand for commodities; assumed long-term scenarios; potential global responses to climate change; regulatory and policy developments; the development of certain technologies; the potential effect of possible future events on IPL and the plans, strategies and objectives of the organisation. Forward looking statements may be identified by the use of terminology, including, but not limited to, 'intend', 'aim', 'project', 'see', 'anticipate', 'expect', 'estimate', 'plan', 'objective', 'believe', 'may', 'should', 'will', 'would', 'continue', or similar words. These statements refer to future results, asset conditions or financial conditions, or provide other forward looking information. The forward looking statements in this report are based on the information available as at the date of this report and/or the date of the Group's planning processes or scenario analysis processes.

There are inherent limitations with the use of forward looking statements and in particular where they relate to scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate. Scenarios do not constitute definitive outcomes for IPL. Scenario analysis relies on a range of assumptions that may or may not be, or prove to be, correct and may or may not eventuate, and scenarios may be impacted by additional factors to the assumptions disclosed. Additionally, forward looking statements are not guarantees or predictions of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are beyond our control, and which may cause actual results to differ materially from those expressed in the statements contained in this report. IPL cautions against reliance on any forward looking statements or guidance.

To the extent permissible by law, IPL disclaims all liability to any third party who uses or relies on any forward looking statements or guidance in this report. For example, future decarbonisation opportunities identified and described in this report will be based, in part, upon the availability and reliability of alternative and developing technologies, and incentives and support from government bodies and the industry, which may differ from assumptions, estimates and forecasts. These variations may affect the timing or the feasibility of the development of a particular technology or project, and its subsequent adoption and use by IPL or the broader industry more generally.

Except as required by applicable regulations or by law, IPL does not undertake any obligation to publicly update or review any forward looking statements, whether as a result of new information or future events. Forward looking statements are current only as at the earlier of the date of this report or the date the planning process assumptions or scenario analysis assumptions were adopted, as relevant and applicable. Past performance cannot be relied on as a guide to future performance.

The views expressed in this report contain information that has been derived from publicly available sources that have not been independently verified. No representation or warranty is made as to the accuracy, completeness or reliability of the information. This report should not be relied upon as a recommendation or forecast by IPL.