



FY22

CORPORATE GOVERNANCE STATEMENT

ABN 57 002 594 872

We are Fortescue



OUR VALUES

SAFETY

FAMILY

EMPOWERMENT

FRUGALITY

STRETCH TARGETS

INTEGRITY

ENTHUSIASM

**COURAGE AND
DETERMINATION**

GENERATING IDEAS

HUMILITY

Fortescue's unique Values drive our performance in a way that sets us apart from others

Culture

Fortescue is a values-based business with a strong, differentiated culture. We believe that by leveraging the unique culture of our greatest asset, our people, we will achieve our stretch targets



CONTENTS

01	Overview of governance	2
02	Our Board	4
03	Board Committees and management	12
04	Risk management	15
05	Assurance functions	28
06	Security holders	29
07	Business integrity	30
08	Market disclosures	32
09	Compliance with Corporate Governance Standards	33



OVERVIEW OF GOVERNANCE

Good corporate governance is critical to the long-term, sustainable success of Fortescue

Good governance is the collective responsibility of the Board of Directors (the Board) and all levels of management. Fortescue Metals Group Ltd (Fortescue) seeks to adopt leading practice, contemporary governance standards and apply these in a manner consistent with our culture and Values.

Fortescue supports the intent of the 4th Edition of the Australian Securities Exchange (ASX) Corporate Governance Council's Corporate Governance Principles and Recommendations (Principles and Recommendations). Unless otherwise disclosed, Fortescue has reported against the requirements of the Principles and Recommendations.

Our cornerstone principles of corporate governance are:

Transparency

Being clear and unambiguous about our structure, operations and performance, both externally and internally, and maintaining a genuine dialogue with, and providing insight to, stakeholders and the market generally.

Integrity

Developing and maintaining a corporate culture committed to ethical behaviour and compliance with the law.

Empowerment

Everyone at Fortescue is empowered to make decisions that support our objectives and are in the best interests of stakeholders. Management and employees are encouraged to be innovative and strategic in making decisions that align with our risk appetite and are undertaken in a manner consistent with corporate expectations and standards.

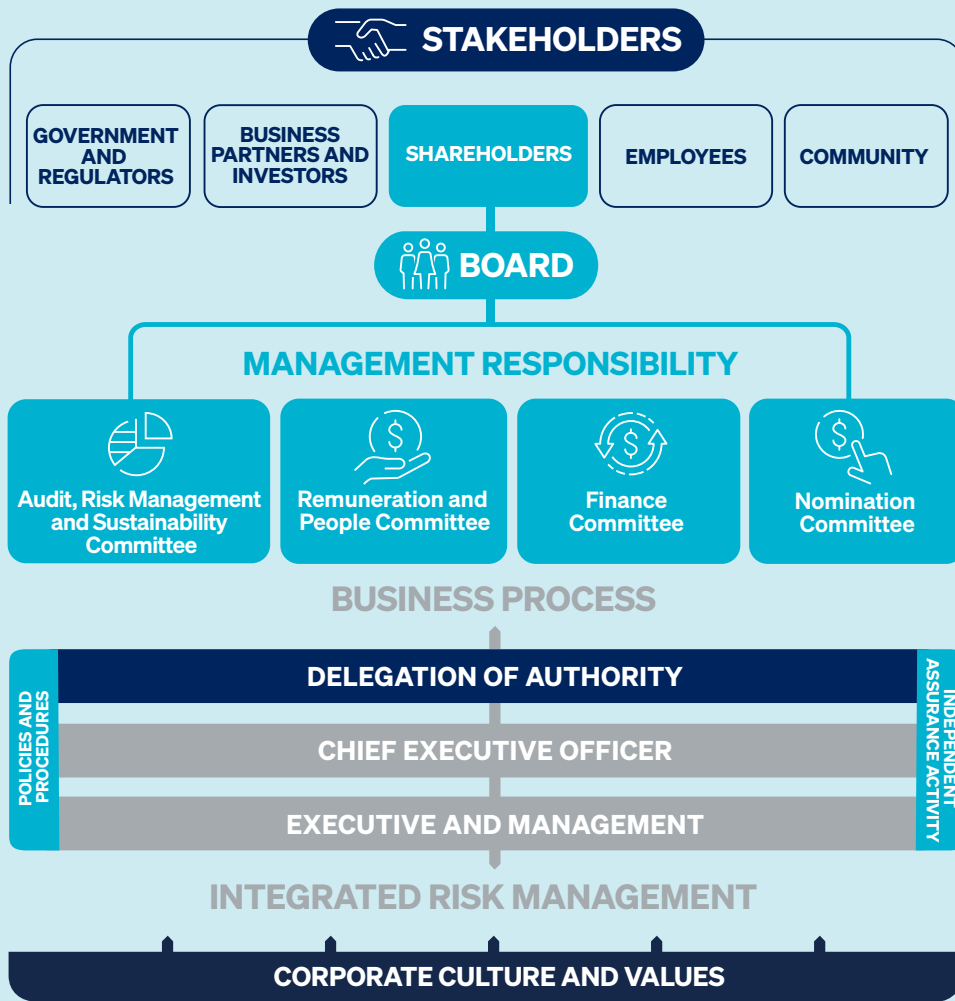
Corporate accountability

Ensuring that there is clarity of decision making, with processes in place to authorise the right people to make effective and efficient decisions and appropriate consequences delivered when these processes are not followed.

Stewardship

Developing and maintaining a company wide recognition that Fortescue is managed for the benefit of its shareholders, taking into account the interests of other stakeholders.

GOVERNANCE FRAMEWORK



OUR BOARD

Fortescue has a talented and diverse Board committed to enhancing and protecting the interests of shareholders and other stakeholders and fulfilling a strong governance role



Dr Andrew Forrest AO
Executive Chairman



Mark Barnaba AM
Lead Independent Director/
Deputy Chair



Elizabeth Gaines
Chief Executive Officer/
Managing Director



Lord Sebastian Coe CH, KBE
Non-Executive Director



Jennifer Morris OAM
Non-Executive Director



Dr Jean Baderschneider
Non-Executive Director



Penny Bingham-Hall
Non-Executive Director



Dr Ya-Qin Zhang
Non-Executive Director



Li Yifei
Non-Executive Director



2.1 Role and responsibilities

The Board is responsible to the shareholders for the performance of the Company. With a focus on enhancing and protecting the interests of shareholders and other key stakeholders and ensuring Fortescue is properly managed, the Board understands the importance of a strong and healthy working relationship with management.

The Board ensures that the management team is appropriately qualified and experienced to discharge their responsibilities and has established a Statement of Matters Reserved for the Board, identifying the key responsibilities of the Board as follows:

- Approving the statement of Values which underpin Fortescue's culture and overseeing the embedding of the Values across our Company.
- Appointing, evaluating the performance of, rewarding, and if necessary, removing the Chief Executive Officer (CEO).
- Developing corporate objectives and strategy with management and approving plans, new investments, major capital and operating expenditures and major funding activities proposed by management.

- Monitoring actual performance against defined performance expectations.
- Overseeing the management of business risks (both financial and non-financial), safety and occupational health, environmental issues and community development.
- Satisfying itself that our financial statements fairly and accurately set out the financial position and financial performance of Fortescue for the period under review.
- Satisfying itself that there are appropriate reporting systems and controls to assure the Board that proper operational, financial, compliance, risk management, sustainability and internal control processes are in place, and functioning appropriately.
- Satisfying itself that remuneration policies and practices align with our Purpose, Values, strategic objectives and risk appetite.
- Ensuring we act legally and responsibly and in accordance with our Code of Conduct and Integrity (Code of Conduct).
- Challenging management and holding it to account.
- Assuring itself that appropriate audit arrangements are in place.
- Reporting to and advising shareholders.

The Board has also established a Delegated Authority Policy for matters delegated to the authority of the CEO and key executives. Management remains accountable to the Board, through those delegations, for Fortescue's overall performance. While the CEO and key executives remain accountable to the Board, management are empowered to make decisions they believe are appropriate, within the boundaries established by the Board.

A key focus of Board meetings is monitoring the decisions of management. Appropriate time is allocated during Board meetings for consideration of key operational issues and progress towards achievement of corporate objectives. The Board has established the key performance indicators (KPIs) against which the performance of management is evaluated. These KPIs are discussed in the Remuneration Report within the FY22 Annual Report, which is available on our website at www.fortescue.com

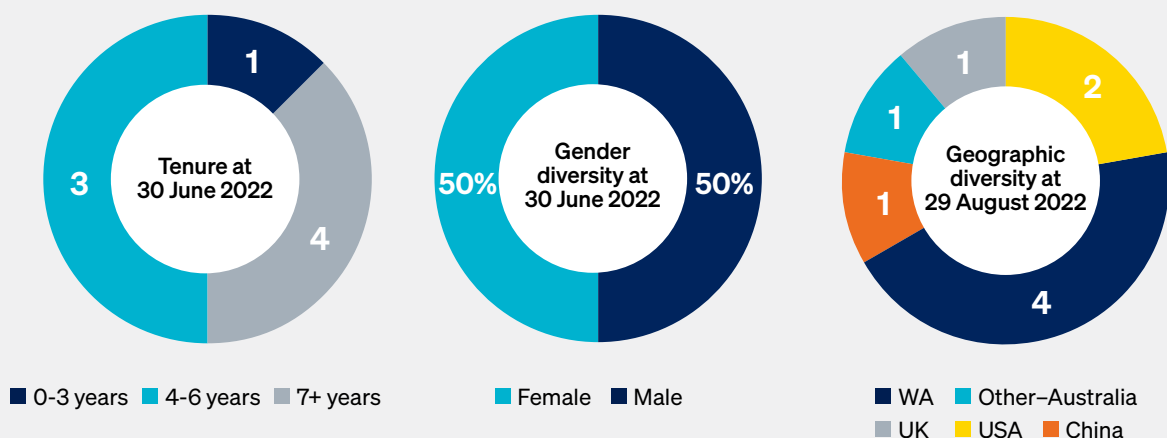
Both the Statement of Matters Reserved for the Board and the Delegated Authority Policy are reviewed annually to identify areas requiring improvement or change. Any changes to these documents are approved by the Board.

2.2 Board composition

Under Fortescue's Constitution, the Board must have a minimum of three and a maximum of 12 directors. Other than the Managing Director, no director may retain office without re-election for more than three years or past the third Annual General Meeting following the director's appointment, whichever is the longer. Additionally, any new director, with the exception of the Managing Director, appointed by the Board to fill a casual vacancy

must retire and seek election at the next Annual General Meeting of shareholders.

The Board believes that its composition represents an appropriate balance of executive and non-executive directors to achieve the promotion of shareholder interests and effective governance of the Company. The Board also has access to and engages with senior executives who may also attend Board and Board committee meetings by invitation.



The Directors of the Company during FY22¹:

	Date of initial appointment	Period of office	Last election	Next election
Dr Andrew Forrest AO (Executive Chairman)	18 July 2003	Full year	FY20 AGM	FY23 AGM
Mr Mark Barnaba AM (Lead Independent Director and Deputy Chair)	19 February 2010	Full year	FY20 AGM	FY23 AGM
Ms Elizabeth Gaines ² (Chief Executive Officer and Managing Director)	22 February 2013	Full year	N/A – Managing Director	
Dr Jean Baderschneider	19 January 2015	Full year	FY21 AGM	FY24 AGM
Ms Jennifer Morris OAM	16 November 2016	Full year	FY20 AGM	FY23 AGM
Ms Penny Bingham-Hall	16 November 2016	Full year	FY20 AGM	FY23 AGM
Dr Cao Zhiqiang	18 January 2018	Part year	FY21 AGM	N/A – resigned 25 February 2022
Lord Sebastian Coe CH, KBE	25 February 2018	Full year	FY21 AGM	FY24 AGM
Dr Ya-Qin Zhang	1 September 2019	Full year	FY19 AGM	FY22 AGM

¹ On 18 May 2022, Fortescue advised the Australian Securities Exchange that Ms Li Yifei will be appointed to the Board once various regulatory pre-appointment requirements have been met.

² Ms Elizabeth Gaines will step down as Chief Executive Officer at the end of August 2022 and resume her role as a Non-Executive Director.

2.3 Meeting attendance

The Board and its Committees meet as often as is necessary to fulfil their roles. Directors are required to allocate sufficient time to discharge their responsibilities effectively, including adequate time to prepare for Board and Committee meetings and attend visits to operational sites.

Attendance at Board and Committee meetings during FY22 is summarised below:

Director	Board		Audit, Risk Management and Sustainability Committee		Remuneration and People Committee		Nomination Committee		Finance Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Dr Andrew Forrest AO (Executive Chairman) ¹	7	5	-	-	-	-	-	-	1	1
Mr Mark Barnaba AM (Lead Independent Director and Deputy Chair)	7	7	4	4	5	5	-	-	1	1
Ms Elizabeth Gaines (Chief Executive Officer and Managing Director)	7	7	-	4	-	5	-	-	-	1
Dr Jean Baderschneider	7	7	4	4	-	4	-	-	-	-
Ms Jennifer Morris OAM	7	7	4	4	5	5	-	-	-	-
Ms Penny Bingham-Hall	7	7	4	4	5	5	-	-	1	1
Dr Cao Zhiqiang	4	0	-	-	-	-	-	-	-	-
Lord Sebastian Coe CH, KBE	7	5	-	2	-	2	-	-	-	-
Dr Ya-Qin Zhang	7	6	-	-	-	-	-	-	-	-

¹ Fortescue Founder, Dr Andrew Forrest AO, was Non-Executive Chairman from August 2011. In May 2022, it was announced that Dr Forrest would be appointed to the role of Executive Chairman effective August 2022.

Generally, Board meetings are held over two days (including Board Committee meetings). Directors are invited to visit the Company's major operations during the year, often in conjunction with Board and Committee meetings.

The Board and key members of the management team also attend a multi-day strategic 'Think Tank' each year that is focused on considering the strategic issues facing Fortescue and reviewing our future direction and objectives. In addition, Board members hold meetings with management as required.

2.4 Board skills matrix

The primary driver for the Board in seeking new directors is the skills and experience which are relevant to the needs of the Board in discharging its responsibilities to shareholders. Fortescue's policy is to assess all potential Board candidates without regard to race, gender, age, physical ability, sexuality, nationality, religious beliefs, or any other factor not relevant to their competence and performance as a potential Board member.

The Board believes that collectively, the directors have a diverse and relevant range of skills, backgrounds, knowledge and experience to ensure effective governance of Fortescue. To the extent that any skills are not directly represented on the Board, they are augmented through management and external advisors. Directors contribute industry knowledge,

international experience perspectives and specific subject matter expertise in a range of strategic, operational and financial aspects that are critical to the implementation of our strategy and long-term success. In particular:

- The Board demonstrates a deep knowledge of our operations and processes and brings additional relevant global industry expertise.
- The Board applies strong leadership and management skills with directors being well versed in regulatory and governance matters.
- Directors are skilled in corporate activities with experience in strategy and business development.
- Directors are proactive in staying abreast of emerging frameworks and regulations pertaining to environmental and sustainability matters, including health and safety.

THE BOARD IS FOCUSED ON ITS COMPOSITION, ENSURING THAT ALL DIRECTORS CONTINUE TO HAVE AN APPROPRIATE BALANCE OF SKILLS, EXPERIENCE AND INDEPENDENCE

The following table sets out the composition of skills and experience of the Board. The directors' skills, experience and qualifications are set out in the FY22 Annual Report, which is available on our website at www.fortescue.com

LEADERSHIP

- Successful history in business at a senior executive level working in high-performance cultures
- Publicly listed company experience
- Understanding/influencing organisational culture to ensure alignment with goals and objectives.

STRATEGY

- Experience in developing and implementing successful strategy
- Experience overseeing budgets that deliver on short-term and long-term strategic imperatives
- Ability to provide oversight of management for the delivery of strategic objectives.

MINING, RESOURCES AND INFRASTRUCTURE

- Experience in developing and operating global scale infrastructure, including some of the world's most complex resources extraction and transportation techniques
- Technical and advisory experience in large mining and energy resources organisations
- Experience in exploration projects with proven results and performance.

INTERNATIONAL EXPERIENCE AND BUSINESS DEVELOPMENT

- Experience in developing successful and sustainable operations in new geographies
- Knowledge and experience in providing oversight and guidance in designing and implementing appropriate operational, financial and governance structures for a multi-jurisdictional business
- Experience in and exposure to political, cultural, regulatory and business environments in a range of global locations
- Experience in doing business with international business partners, including with government agencies, regulators and customers
- Experience in navigating procurement and supply chain challenges in high-risk jurisdictions.

INFORMATION TECHNOLOGY AND INNOVATION

- Knowledge and experience in the use and governance of critical information technology
- Understanding of potential cyber risk exposure
- Understanding of relevant privacy and data regulation
- Leveraging digital technology to support growth and drive competitive advantage.

FINANCIAL ACUMEN

- Experience in financial accounting and reporting, corporate finance and internal financial controls
- Experience with substantial mergers/acquisitions
- Experience in business analysis and financial forecasting.

TAX RISK MANAGEMENT AND COMPLIANCE

- Understanding of corporate tax requirements and tax risk management
- Experience with oversight and application of corporate tax policies and frameworks.

GOVERNANCE

- Experience in governance within complex organisations and multi-jurisdictional compliance environments
- Commitment to ensuring effective governance structures
- Maintaining effective risk management and sophisticated internal controls.

HEALTH, SAFETY AND ENVIRONMENT

- Experience related to complex workplace health and safety management
- Experience with environmental and community issues and frameworks in a large organisation.

CAPITAL PROJECTS

- Experience in assessing commercial viability of major capital projects
- Experience in the delivery of large-scale capital projects
- Experience in effective project governance and risk management processes that support the successful delivery of large-scale capital projects.

STAKEHOLDER MANAGEMENT

- Experience with managing issues associated with working with local communities, pastoralists and Traditional Custodians to ensure that positive economic, social, environmental outcomes are delivered for all stakeholders
- Executive experience managing complex industrial relations challenges
- Experience in dealing with a crisis in an organisation of similar size and complexity
- Experience in regulatory policy and government affairs including implications for corporations.

SALES AND MARKETING

- Senior executive experience in sales and marketing
- Building long-term, sustainable customer relations across a diverse customer base
- Detailed knowledge of Fortescue's strategy, markets, and competitors.

CAPITAL MANAGEMENT

- Experience with equity and debt funding strategies
- Understanding of local and overseas capital and debt markets
- Experience in capital and debt raising
- Experience building a long-term investment case and narrative.

PUBLIC POLICY AND REGULATION

- Experience in managing how organisations adapt and respond to changing public policy settings
- Oversight and management of regulatory frameworks and processes designed to ensure that all regulatory obligations are met
- Experience developing and communicating key policy positions on critical issues and regulatory matters, including submissions.

2.5 Diversity

Fortescue is committed to providing a balanced and inclusive working environment underpinned by a documented Diversity Policy, built on our Values. The Board has implemented a Diversity Policy and measurable objectives which reflect our commitment to ensuring there are no impediments to diversity at any level of the organisation. The Diversity Policy includes targets and practices that promote diversity through a range of criteria including age, gender mix and Aboriginal employment across all areas of the business.

The Board has a range of diverse skills, experience and backgrounds. As a Company, we believe that a diversity of views and opinions is critical in building sustainable, long-term value for all key stakeholders. This diversity is inherently valuable and promotes a range of perspectives on the key challenges and risks we face. This commitment to diversity is reflected in a Board with real gender equality, demonstrated by four of the eight Board members (as at 30 June 2022) being female, achieving 50 per cent female Board composition. The average age of the Directors is 60 years, with an age range from 50 to 70.

Part of the Board's role is to consider and approve measurable targets for workforce diversity each financial year and to assess both the targets and their progress annually. Information on the proportion of females in our workforce, women in manager and above positions and Aboriginal employment is included in the FY22 Sustainability Report, which is available on our website at www.fortescue.com. The Diversity Policy can be accessed through the Corporate Governance section of our website at www.fortescue.com

2.6 Appointment, induction and continuing education of Directors

With the exception of the Managing Director, directors are required to retire by rotation at least once every three years and are able to offer themselves for re-election.

A letter of appointment sets out terms of engagement, including the basis of remuneration and clear direction about the amount of time that directors are required to commit in order to adequately discharge their responsibilities. Prior to appointment, or offering themselves for re-election, non-executive directors are required to specifically acknowledge that they have the time available to fully discharge their responsibilities to Fortescue.

Prior to appointing a director, a rigorous process of evaluation and checks is undertaken to ensure their suitability and capacity to discharge their duties as a Board member.

This evaluation covers matters such as:

- Skills and experience, including the expected contribution to the collective skills and experience of the Board
- Current and prior directorships and/or executive roles
- Independence
- Any other matters (including interests, positions and associations) which could adversely affect their ability to effectively discharge their duties as a Board member.

Following appointment, directors are supported through a formal induction program to familiarise them with our business. This typically involves a combination of meetings with senior management, site visits and briefings on specific issues. This process continues throughout the directors' tenure.

All directors are expected to maintain the skills required to discharge their obligation to Fortescue, including undertaking continuing education and relevant training. Directors periodically undertake personal development to maintain the skills and knowledge required to perform their role effectively.

Directors are expected to contribute to Fortescue, primarily in relation to the matters set out in the Statement of Matters Reserved for the Board, which can also be accessed through the Corporate Governance section of our website at www.fortescue.com

In addition, directors are expected to contribute to the business of the Board Committees on which they sit. It is recognised that directors have a diverse range of skills, experience and knowledge and they are expected to contribute their considerable expertise at the boardroom table and at other times as required.

Directors are expected to act independently by challenging the status quo constructively, to act ethically in all dealings and assist in setting our standards, as well as being involved and contributing to all decisions before the Board.

Directors are expected to comply with all requirements imposed upon them by the *Corporations Act 2001*, ASX Listing Rules and our Constitution, a copy of which can be obtained from the Corporate Governance section of our website at www.fortescue.com

It is Fortescue's practice to allow its non-executive directors to accept appointments outside Fortescue with prior approval of the Executive Chairman. The commitments of non-executive directors are considered by the Nomination Committee prior to a director's appointment to the Board and are reviewed on an ongoing basis.

2.7 Executive Chairman

The Executive Chairman has a primary responsibility to lead the Board and promote the Company's interests, both internally and in the broader business context. A key part of the Executive Chairman's role is to develop a cohesive Board which operates effectively in protecting shareholders' interests and maintaining strong relationships with management.

Fortescue Founder, Dr Andrew Forrest AO, was Non-Executive Chairman from August 2011. In May 2022, it was announced that Dr Forrest would be appointed to the role of Executive Chairman effective August 2022.

2.8 Executive directors

At the date of this report, the Board has two executive directors, being Dr Andrew Forrest AO, Fortescue's Executive Chairman and Ms Elizabeth Gaines, Fortescue's CEO. The role of independent directors and their composition on the Board is discussed on the following pages.

2.9 Independence

All directors have an obligation to be independent in judgement and actions. Directors are considered to be independent if they satisfy established criteria, including:

- They are not a substantial shareholder of Fortescue, or an officer of, or otherwise affiliated with, a substantial security holder of the entity.
- They have not been employed in an executive capacity by Fortescue or there has been a period of three years between ceasing such employment and serving on the Board.
- They have not, within the last three years, been a principal of a material adviser or consultant to Fortescue.
- They have not, within the last three years, been in a material business relationship with Fortescue, or an officer of, or otherwise associated directly or indirectly with, someone with such a relationship.
- They do not receive performance-based remuneration or participate in an employee incentive scheme.
- They do not have close personal ties with any person who falls within any of the categories described above.
- They are a non-executive director of Fortescue and have not been a director for such a period that their independence

from management and substantial holders may have been compromised.

- Any fees paid to a non-executive director by Fortescue for services provided are not of such amounts that could make the director reliant on such remuneration.
- They have no other material contractual relationships with Fortescue other than as directors of the Company.
- They are free from any interest which could reasonably be perceived to materially interfere with their ability to act in Fortescue's best interest.

Directors are required to disclose circumstances that may affect, or be perceived to affect, their ability to exercise independent judgement so that the Board can make regular assessments of independence. If a circumstance arises whereby a director may consider a matter in which the director has a material personal interest, that director shall cease to be involved in the decision making regarding that matter.

At the date of this report, the Board has seven non-executive directors. Based on the above criteria, all seven are considered to be independent.

Director	Executive/ Non-executive	Independent
Dr Andrew Forrest AO	Executive	No
Mr Mark Barnaba AM	Non-executive	Yes
Ms Elizabeth Gaines	Executive	No
Dr Jean Baderschneider	Non-executive	Yes
Ms Jennifer Morris OAM	Non-executive	Yes
Ms Penelope Bingham-Hall	Non-executive	Yes
Lord Sebastian Coe CH, KBE	Non-executive	Yes
Dr Ya-Qin Zhang	Non-executive	Yes
Ms Li Yifei	Non-executive	Yes

The Board considers that it has independent directors involved in all areas of Board activity where director independence is critical, including Lead Independent Director involvement in the various Board Committees.

Changes in Board membership and composition will occur from time to time which may impact on the overall ratio of independent versus non-independent Board members. A majority of independent directors has been maintained during the year. The Board is satisfied that it operates in a manner which ensures directors exercise independent judgement and the interests of shareholders are always at the forefront when important decisions are made.

The table above shows the current composition of the Board by reference to their executive/non-executive status and whether they are considered to be independent or non-independent as at the date of this report.

Mr Barnaba holds the position of Deputy Chairman. The Deputy Chairman's role includes chairing the Board and shareholder meetings when the Executive Chairman is unable to do so, approving meeting agendas and ensuring a consistent quality of information is provided to the Board.

Mr Barnaba also acts as the Lead Independent Director. This role includes:

- Representing the Board as the senior independent director when the Executive Chairman is unable to do so due to his non-independent status.
- Acting as principal liaison between the Independent Directors and the Executive Chairman.

Transactions during the financial year which are classified as material related party transactions with directors or director related entities, reported to the Board, are disclosed in Note 17 to the financial statements in accordance with International Financial Reporting Standards (IFRS).

2.10 Evaluating Board and Committee performance

The Board and each of its Committees have established a process to evaluate their performance annually. The process is based on a formal questionnaire covering a range of performance topics. The process is managed by the Company Secretary under the direction of the Lead Independent Director. The most recent review was undertaken in July 2022.

The results and recommendations from the evaluation of the Board and Committees are reported to the full Board for further consideration and action, where required.

The entire Board agrees on improvement actions, where appropriate, and these are acted upon utilising support from the Company Secretary.

The individual performance of directors is considered during the Board and Committee performance evaluation process in addition to ongoing consultation between the Executive Chairman, Lead Independent Director and the relevant directors, as required.

2.11 Remuneration and executive performance

The Board, through the Remuneration and People Committee (RPC), periodically reviews the performance of senior executives. A review was performed in FY22 and the results have been incorporated into remuneration results. Details of the remuneration policies and the remuneration paid to directors (executive and non-executive) and executives are set out in the Remuneration Report section of the FY22 Annual Report which is available on our website at www.fortescue.com

2.12 Use of information

The Board has implemented a Code of Conduct designed to ensure that all directors and employees act ethically and do not use confidential information for personal gain.

2.13 Independent advice

Directors and Board Committees, in connection with the discharge of their responsibilities, have the right to seek independent professional advice at Fortescue's expense. Prior written approval of the Executive Chairman is required in these circumstances, with such approval not to be unreasonably withheld.

2.14 Non-English speaking directors

Appropriate access to experienced translators and interpreters is provided to ensure that non-English speaking directors understand, and are able to participate in, Board meeting discussions ensuring they can properly discharge their directors' duties and obligations.

2.15 Company Secretary

The Company Secretary is directly accountable to the Board through the Executive Chairman on all matters regarding the proper functioning of the Board. The Company Secretary is appointed and removed by the Board.

The Company Secretary is also responsible for ensuring compliance of Board procedures and advising the Board on governance matters. All directors have access to the Company Secretary for advice and support services as required. In addition to these responsibilities, the Company Secretary is responsible for oversight of the share registry services provided by Link Market Services.

BOARD COMMITTEES AND MANAGEMENT

The Board has established Committees to assist in the execution of its duties and to ensure important and complex issues are given the detailed consideration they require



Fortescue's culture and Values operate within a strong governance framework and are the foundation of delivering on our commitments for the benefit of all stakeholders.

The 'tone at the top' is set by the Board so that it promotes effective and transparent governance practices through a well-structured governance framework that delegates consideration of specific matters to nominated Board Committees. The Committees are responsible for providing robust oversight and challenge, and to support management in the execution of the business strategy.

3.1 Board Committees

The Board has established Committees to assist in the execution of its duties and to ensure important and complex issues are given the detailed consideration they require.

The Committees of the Board are:

- Audit, Risk Management and Sustainability Committee (ARMSC)
- Remuneration and People Committee
- Finance Committee
- Nomination Committee.

Each committee has its own Charter approved by the Board, under which the Board delegates authority. Each committee is required to report the outcomes of its deliberations to the Board so that it is fully informed. Committee Charters are available from the Corporate Governance section of our website at www.fortescue.com

	Members as at 30 June 2022	Composition requirements	Responsibilities include oversight of the following:
AUDIT, RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE	<ul style="list-style-type: none"> Mr Mark Barnaba AM (Chair) Dr Jean Baderschneider Ms Jennifer Morris OAM Ms Penny Bingham-Hall 	<ul style="list-style-type: none"> Minimum three non-executive directors Majority independent directors Chair must be an independent director 	<ul style="list-style-type: none"> Corporate governance Financial reporting and tax compliance External and internal audit Risk management, internal control framework, insurance and cyber security Business integrity, anti-bribery and corruption, sanctions and whistleblower reporting and investigations Sustainability, environmental management, climate change, human rights and modern slavery, Indigenous heritage, Indigenous engagement and community investment
REMUNERATION AND PEOPLE COMMITTEE	<ul style="list-style-type: none"> Ms Jennifer Morris OAM (Chair) Mr Mark Barnaba AM Ms Penny Bingham-Hall 	<ul style="list-style-type: none"> Minimum three non-executive directors Majority independent directors Chair must be an independent director 	<ul style="list-style-type: none"> Remuneration strategy Non-Executive Director remuneration Chief Executive Officer and Executive Director remuneration Senior Executive remuneration Short-term and long-term incentive plans Performance management Succession planning and talent management Diversity strategy, targets, policy and practices Gender pay equity Matters relating to recruitment, retention and termination policies
NOMINATION COMMITTEE	<ul style="list-style-type: none"> Lord Sebastian Coe CH, KBE (Chair) Dr Andrew Forrest AO Mr Mark Barnaba AM 	<ul style="list-style-type: none"> Minimum three non-executive directors Majority independent directors Chair must be an independent director 	<ul style="list-style-type: none"> Non-Executive Director skills Board membership and diversity Nomination and review of applicants for Board Director positions Committee member appointments
FINANCE COMMITTEE	<ul style="list-style-type: none"> Mr Mark Barnaba AM (Chair) Dr Andrew Forrest AO Ms Penny Bingham-Hall 	<ul style="list-style-type: none"> Minimum three directors At least two members must be independent non-executive directors Chair must be a non-executive director 	<ul style="list-style-type: none"> Material investment and financing decisions that have a potentially significant impact on Fortescue including: <ul style="list-style-type: none"> Capital markets and other debt issues or repayment Major acquisitions and disposals Critically review and challenge any proposals presented by management that may significantly alter Fortescue's position in respect of the above areas



3.2 Management

The Board has delegated responsibility for day-to-day activities to the CEO and key executives. Financial limits associated with that delegation are set out in the Delegated Authority Policy established by the Board.

Management has been delegated responsibility for instilling and reinforcing our Values, executing our business strategy, managing business performance, reviewing and managing material risks and leading and developing people and talent within the organisation.

Management set the 'tone from the top' in terms of how we operate in a manner consistent with the Values, Code of Conduct and Integrity and the risk appetite set by the Board.

Management provides the Board with accurate and timely information on Fortescue's operations, including compliance with relevant legal and regulatory requirements.

The Board also acknowledges its role in promoting a strong ethical culture and management provide regular information on any conduct that is considered to be materially inconsistent with our Values, Code of Conduct and related policies. This includes information on how any material ethical issues, where relevant, have been investigated and resolved.

Prior to appointing any key executive, a rigorous process of evaluation is undertaken to ensure the executive's suitability and capacity to discharge their duties. The Board ensures the management team is appropriately qualified and experienced to discharge its responsibilities and has procedures in place to assess the performance of the CEO and key executives.

The Board sets annual performance targets, which include business and individual performance objectives under the executive remuneration plan (detailed in the Remuneration Report of the FY22 Annual Report which is available on our website at www.fortescue.com). These performance targets are determined by the Remuneration and People Committee on behalf of the Board and are cascaded through the management teams. The performance of key executives is evaluated against the agreed performance targets annually.

RISK MANAGEMENT

Fortescue fosters and maintains a strong risk culture to promote risk awareness and informed decision making across all its activities

4.1 Corporate culture and Values

Our risk culture emanates from our Values, builds on the Group's Code of Conduct and is operationalised through the Fortescue Risk Management Framework (FRMF). It translates into the risk-and-control knowledge and behaviour shared by all employees and serves to influence appropriate risk taking.

To support leaders in driving success in their teams through our unique Fortescue culture, we have introduced a Values induction for all new leaders and have made our Values central to our recruitment, onboarding and people processes. Our Values are promoted through strong internal messaging across all communications channels, including company-wide weekly meetings, digital channels, posters, websites, internal and external publications and forums, to maintain visibility, encourage increased engagement and build on our positive culture.

The Group Risk and Assurance function reinforces the Company's risk culture by ensuring risk transparency and fostering open discussion and challenge of the Group's risk taking and risk management processes.

During performance reviews, each employee is assessed on the demonstration of our Values in their roles and behaviours. Fortescue also has a range of incentive programs that reflect the long-term nature of our business by rewarding sustained performance rather than short-term results. This helps to align shareholder and employee interests.

Further information on our corporate culture and Values is included in the FY22 Sustainability Report, available on our website at www.fortescue.com

4.2 Policies and procedures

Our commitment to effective risk management has resulted in the establishment of various policies and procedures that set out the expected behaviours of our people. These expectations are consistent with our corporate culture and Values.

Our key policies are available from the Corporate Governance section of our website at www.fortescue.com

4.3 Risk management

The Board recognises that risk management and internal control are key elements of strong corporate governance. The Board is accountable for overseeing Fortescue's risk profile and ensuring the CEO implements an effective system of control for identifying and managing risk.

The Directors, through the ARMSC, regularly review the effectiveness of the systems that have been established, assess the evolving nature of the Group's risk profile and monitor that necessary actions have been taken to remedy any significant findings or weaknesses.

The ARMSC regularly reports to the Board to enable the Board to confirm that Fortescue continues to operate a sound risk management framework and risks are being managed within the risk appetite set by the Board. While risk is recognised as inherent to our business, effective management of risk is seen as vital to delivering on our objectives and continued growth. Fortescue is committed to managing risks in a proactive and effective manner.

FORTESCUE RISK MANAGEMENT FRAMEWORK

RISK GOVERNANCE AND OVERSIGHT



MANAGEMENT RESPONSIBILITY



RISK MANAGEMENT IS FULLY INTEGRATED IN SETTING STRATEGY, ACHIEVING OBJECTIVES AND MAKING INFORMED DECISIONS ACROSS THE BUSINESS, INCLUDING IN:

Internal and external factors

Strategic planning	Capital and debt management	Health, Safety, Environment and Community	People and culture	Integrated operations and marketing strategy	Operational performance	Asset management
Delivering emission reductions	Energy supply strategy	Technology and cyber	Business development and major projects	Aboriginal engagement	Financial reporting	Legal and regulatory compliance

Corporate Risk Systems

Risk Policies and Strategy

Corporate Culture and Values

4.4 Fortescue Risk Management Framework

The Group Risk and Assurance function's role is to create and maintain the Fortescue Risk Management Framework (FRMF) and to support, verify and provide insight on the effective application of the FRMF and associated management of all risks, including strategic, operational and compliance risks.

The FRMF consists of a Risk Management Policy and Risk Management Standard. The FRMF is aligned to ISO 31000, the international standard for risk management, and provides a consistent approach to the recognition, measurement and evaluation of risks across the business. These documents provide clarity on the Company's expectations with respect to understanding and managing risks and how to consistently apply Fortescue's requirements.

Our approach to risk management is underpinned by our Values and culture. This emphasises that management, employees and contractors are collectively responsible for being aware of the risks related to their activities at every level and to be accountable for ensuring those risks are effectively managed and transparently reported.

We operate in a dynamic business environment where we accept and manage a range of business risks to generate sustainable shareholder returns. Our risk appetite varies depending on the nature of activities undertaken and may change over time. Our appetite for various classes of risk is reflected and/or captured in a range of documentation and processes that set parameters for risk taking within the organisation and is reflected in the operation of the FRMF and the collective decision making processes of the Board and management.

The FRMF sets a framework which aligns risk management activity at all levels of the business with a three-tiered focus as follows:

- Achievement of our strategic, operational and growth objectives.
- Maintaining a business that meets our obligations for health and safety, environment, heritage, sustainability and community.
- Building and maintaining a resilient business capable of achieving critical objectives in the face of extreme events which may impact business as usual conditions.

We do this by:

- Embedding risk management into critical business activities, processes and decisions.
- Understanding threats to, and opportunities for, achievement of our objectives.
- Applying a structured approach to risk management (through the FRMF) which establishes common understanding, definitions and methodologies.
- Considering all types of risks and applying robust risk analysis to support informed decision making.
- Using the outcomes of risk assessments to drive actions that manage risks consistent with our risk appetite.

- Maintaining a strong focus on the resilience of our business through reliance on effective recovery plans for material adverse events.
- Reporting regularly to the Executive team and the Board on the outcomes of risk management activity.

The ARMSC reviews the FRMF on an annual basis. The most recent review was conducted in May 2021, with the next review to be performed in November 2022. The ARMSC is satisfied that the framework supports a sound system of risk management and internal control, with due regard to the risk appetite set by the Board and Executive management.

4.5 Material risk exposures

We operate in a dynamic business environment which presents a range of uncertainties that have the potential to impact, both positively and negatively, on our corporate objectives. We take risk for strategic reward in the pursuit of our strategy, in line with the Board's risk appetite, to sustainably grow the business. In doing so, we acknowledge that effective management of risk and opportunity is essential to our success and future growth.

Consistent with prior risk updates, risks have been grouped around several key risk themes of:

- Economic risks driven by external factors such as geopolitics, market changes and government policy and regulation, as well as business factors such as business performance and execution of our business strategy, including business development activities and major project delivery.
- Operational events that could negatively impact on our operations, people and legal and social licence to operate.
- Social and environmental sustainability risks, including environmental pollution, hazards to health, safety and security, impacts on communities and threats to biodiversity and cultural heritage.

A range of material risks have been identified by management and the Board which could substantially impact our ability to create or preserve value for all key stakeholders over the short, medium or long-term. These risks, individually or collectively, could threaten our strategy, business model, future performance, solvency or reputation. Over time these risks will evolve, particularly as we progress our portfolio of sustainable energy projects, through our wholly owned subsidiary Fortescue Future Industries (FFI).

While the risks described in this section represent our material risks, Fortescue is also exposed to other risks that are not described in this section.

Along with the material risks described in this section, we have described the key controls to manage them. These controls are not exhaustive and many group wide controls (such as the FRMF, the Code of Conduct, Health and Safety and other policies) help to provide additional support in the management of risks in line with our risk appetite. While we implement preventative and/or mitigating controls to reduce the likelihood of a threat from occurring and minimise the impacts if it does, these may not be effective.

MATERIAL RISK	RISK MANAGEMENT STRATEGY
Economic risks	
<p>Geopolitical and economic tensions increase market volatility</p>	<p>Escalating geopolitical and global trade tensions can have potentially significant, long-term implications that could inhibit international trade, weigh on business confidence and constrain global investment.</p> <p>In particular, the implementation of economic sanctions, tariffs or other protectionist or restrictive trade policies among China and/or any of its major trading partners can have ramifications for global trade that could result in increasing volatility in the price of iron ore or the disruption of the Group's business activities in China which could have a material adverse effect on the Group's business, results of operations and financial position.</p> <p>The military conflict in Ukraine has caused market volatility across global energy and commodity markets and supply chains. A prolonging, expansion or emergence of another similar conflict may adversely impact Fortescue's ability to source critical materials, fuels and equipment to sustain its operations or access freight carriers to transport its iron ore. This could cause significant business disruption and/or result in a significant increase in operating costs.</p> <p>KEY MANAGEMENT ACTIONS:</p> <p>We continue to monitor political and market conditions closely and are focused on maintaining strong relationships with our customers and suppliers in all key markets.</p>
<p>Slowdown in Chinese iron ore consumption could impact the demand for our products</p>	<p>China is the largest global importer of seaborne iron ore. The Group's business is highly dependent on continuing demand for iron ore from China's steel industry. Changes in the demand for Australian-sourced iron ore could be impacted by increased supply from non-Australian iron ore producers and by adverse economic, geopolitical or regulatory developments in China.</p> <p>Slowing Chinese economic growth, particularly in steel-intensive sectors of the Chinese economy, may ultimately result in lower demand for the Group's iron ore and lower iron ore prices. This could have a material adverse effect on the Group's business, results of operations and financial position.</p> <p>KEY MANAGEMENT ACTIONS:</p> <p>We have a strong balance sheet and access to significant cash reserves that should enable us to weather demand side shocks. There is also flexibility to adjust operational capacity and costs to align with changes in market demand for iron ore.</p> <ul style="list-style-type: none"> • We continue to review our product strategy and align this to both market developments and our resource base. • We have an agile integrated operations and marketing strategy which enables us to respond quickly to market dynamics. • We have a strong track record of supporting and enhancing Sino-Australian business relationships. • We continue to pursue and promote strong relationships with all levels of the Chinese Government. • We support a range of community and sponsorship initiatives in China, including support for educational establishments and students.

Economic risks

Fluctuations in commodity prices and strong competition may adversely impact our financial results and future cashflows

Commodity prices have historically been, and may continue to be, subject to volatility. This volatility may stem from global economic and geopolitical factors, technological change, product substitution, government policy and a range of other market factors that directly impact the demand and/or price obtained for those products. Global supply interruptions and evolving climate change regulations may result in changes to price differentials between our products and those of our competitors.

A key driver of the Group's current performance is the price of iron ore, which is sensitive to China's domestic steel demand. The supply of seaborne iron ore is dominated by three other major suppliers that, together with the Group, are estimated to account for approximately 69 per cent of global seaborne exports in 2022. The Group's competitors have a significant capacity to respond to competitive pressures and market dynamics. The Group may not be able to respond successfully to such competitive pressures or the competitive activities of the other major suppliers, which could drive down iron ore prices generally or the prices of iron ore sold by the Group. This could materially affect the Group's business, results of operations and financial position.

KEY MANAGEMENT ACTIONS:

- We maintain strong relationships with our customers to ensure supplies of iron ore meet their expectations in terms of quality, consistency and reliability of supply.
- We review our product strategy and have the ability to optimise longer term reserves and resources in our portfolio to meet the strategy.
- We drive sustainable productivity and efficiency gains throughout our business to ensure we remain a competitive, low cost producer.
- We maintain a disciplined approach to capital management and cash flows to further strengthen our corporate balance sheet and maintain our industry leading cost position.

Access to funding and fluctuations in currency exchange rates and interest rates may adversely impact our financial results and future cash flows

The Group's functional currency is the U.S. dollar (USD) and a majority of revenue from iron ore sales and the Group's financing arrangements are denominated in USD. However, a significant portion of operating costs, including expenses for the Group's current or future projects, are incurred in Australian dollars (AUD). Appreciation of the AUD against the USD or prolonged periods of exchange rate volatility could adversely affect the Group's profitability and financial position. The Group's exposure to fluctuations in the value of other currencies relative to the USD will increase as we grow our business internationally.

To manage liquidity and fund growth, the Group may need to secure funding from the banking or debt capital markets. The availability of funding from these markets is subject to general economic conditions and lender credit assessments of the resources industry, the Group and its projects. Financing may not be available when needed or at terms acceptable to the Group. During periods of rising interest rates, funding costs may be negatively impacted if linked to floating rates. Likewise, during periods where interest rates are falling, funding costs may be negatively impacted, compared to the market, if funding is linked to fixed interest rates.

KEY MANAGEMENT ACTIONS:

- We actively monitor interest and foreign currency exchange rate risks and manage these risks in accordance with Treasury policies.
- We use natural hedges where possible to offset any foreign currency exchange risk through the matching of assets and liabilities by underlying currency.
- We hedge short-term transactional foreign exchange rate risk for operations and committed exposure for projects.
- Our exposure to interest rate movements is managed by holding up to 75 per cent fixed interest rate debt and investing in maturities that match short-term liabilities.
- Our debt refinance strategy is developed at least 12 months prior to debt maturity.

MATERIAL RISK	RISK MANAGEMENT STRATEGY
Economic risks	
<p>Actions by government, political events or tax authorities could have a negative impact on our business</p>	<p>Significant changes in areas such as tax policy, industrial relations frameworks and environmental regulations or the ability to secure governmental approvals in a timely manner to undertake exploration, construction or mining activities may have a significant impact on the Group's business activities. This includes actions undertaken in international jurisdictions and at both the Commonwealth and State levels in Australia. These government actions could materially impact the viability of strategic growth options, the carrying value of existing assets or the Group's financial performance.</p> <p>KEY MANAGEMENT ACTIONS:</p> <p>We proactively engage with governments and other regulators to ensure any potential adverse impacts of proposed regulatory changes are understood and, where possible, mitigated.</p>
<p>Supply disruptions and cost pressures could impact profit margins and future cash flows</p>	<p>The Group's operations are resource intensive and, as a result, its costs and operating margins could be materially affected by a disruption in, lack of availability or increased cost of energy (including electric power), water, fuel (including natural gas and diesel fuel), tyres, skilled labour or other key inputs. The Group's operations are located in a remote part of Western Australia and, as a result, the Group may experience interruptions to the supply (such as restrictions on the movement of skilled labour during the COVID-19 pandemic) or increases in prices for its key inputs (such as the rapid escalation of diesel fuel following the outbreak of the military conflict in Ukraine) that it may not be able to offset with productivity improvements. Changing economic conditions, including periods of growing inflationary pressures, can have a pervasive effect on the Group's input costs, including in key areas such as labour, fuel, transport and maintenance. This could negatively impact profit margins and future cash flows.</p> <p>KEY MANAGEMENT ACTIONS:</p> <ul style="list-style-type: none"> • We have a strong culture of innovation which empowers our people to develop and implement productivity and efficiency improvements that ensure we maintain our industry leading cost position. • We seek to remunerate all of our employees in a fair and equitable manner to promote high levels of employee engagement and productivity. • We are a global leader in a range of technical and operational solutions that have been deployed across our business to maximise the value obtained from our ore reserves. • We adopt a risk based approach to the approval of major capital and operational expenditure which ensures the optimal allocation of financial resources to support our business strategy. • We are focused on building strong strategic partnerships with our suppliers, on a long-term and mutually beneficial basis. • We actively work to secure resources within our control in order to strengthen the resilience of our operations' logistics and critical services against supply disruptions. • We explore opportunities to optimise existing supply sources and identify alternative sources for critical goods and services to diversify our supply chain. • Our diversity in energy sources and supplier arrangements minimises the short-term and long-term supply risks. • We are actively transitioning to green energy sources of supply to sustain and support our operations' decarbonisation targets.

Operational risks

Major projects are not delivered in line with expectations which impacts on future results and cashflows

Delays in project approvals, poor design and construction, industrial relations disputes and/or supply interruptions can occur and cause delays and/or cost escalations to major project developments. This may impact the timing of future cashflows if project commissioning and ramp-up is affected.

KEY MANAGEMENT ACTIVITIES:

We have a robust and agile framework for the identification, assessment and delivery of all major projects. This includes an uncompromising focus on operational and financial discipline, supplemented by a comprehensive project management capability to ensure project objectives are achieved.

Major, unplanned disruptions to operations

The Group engages in activities that have the potential to cause harm to our people and/or to the communities and environment in which we operate. This can include serious injuries, fatalities, loss of infrastructure and damage to sites of cultural significance. An unplanned major operational event has the potential to impact financial performance, result in litigation or class actions and cause long-term damage to our licence to operate and reputation. The impacts of operational events may be amplified if we fail to respond in a way that is consistent with our Values.

Major operational events can arise from natural disasters and climate change (such as the increasing intensity or frequency of cyclones and flooding events):

- Geotechnical events (such as a pit slope failure)
- Transportation events (such as aircraft crashes, vessel collisions or groundings, or train derailments)
- Occupational or process safety events (such as the loss of containment of hazardous materials that can result in fires or explosions)
- Disruptions to energy supplies
- Operational events experienced by third parties impacting our shared infrastructure (such as railway lines or transportation routes such as the Port Hedland channel)
- Prolonged industrial disputes and a range of other accidents which could result in damage to port, rail or mine infrastructure.

KEY MANAGEMENT ACTIONS:

- **We plan, design, construct, operate, maintain and monitor our mines, infrastructure and equipment in a manner designed to maintain structural integrity, prevent incidents and protect our people, assets, communities and the environment.**
- **We comply with manufacturer operating specifications, industry codes and relevant standards.**
- **We undertake regular safety inspections and independent geotechnical audits.**
- **We use advanced technologies that continuously monitor the safe operation of our mines, processing facilities and equipment, including Asset Health Monitoring.**
- **We have a comprehensive contingency plan, including business continuity and emergency management plans in place to manage major unplanned disruptions.**
- **Our diversity in both fuel sources (i.e. gas and diesel) and supplier arrangements minimises the risk related to the continuation and reliability of long-term energy supplies.**
- **Property and business continuity insurance also mitigates the financial impact of major unplanned disruptions.**

MATERIAL RISK	RISK MANAGEMENT STRATEGY
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Operational risks

Incidents relating to tailings storage facilities

The Group maintains tailings storage facilities (TSFs) at some of our mine sites across the Pilbara region of Western Australia. TSFs are reservoirs which store waste material (i.e., tailings) generated from the mining and processing of iron ore. TSFs typically include a range of infrastructure including dams, ponds, embankments, decant towers and pits. The handling of tailings, particularly the operating of TSFs, involves environmental, community, safety and engineering risks. A failure of a TSF could lead to a wide range of consequences, including:

- Personal injury or death
- Property, heritage or environmental damage
- Legal liabilities including class actions
- Prolonged suspension of operations or loss of productive capacity
- Increased taxation, community obligations or reparations
- Ongoing additional restrictions on mining operations
- Delays or the inability to obtain mining licences or other ministerial approvals
- Increased operating or capital expenditures. Individually or collectively, the consequences could adversely affect the Group's business, its results of operations and financial position and its reputation.

KEY MANAGEMENT ACTIONS:

- Fortescue does not use the upstream raise construction method and does not use tailings as a structural element in any of its active or closed TSFs. The Fortescue Tailings Storage Facilities Register and Tailings Storage Management Framework is available from the Environmental Publications section of our website at www.fortescue.com
- Our TSFs are designed according to leading industry practice standards and are located away from any major populated areas, including mining camps.
- Independent engineering reviews are undertaken every year on all TSFs maintained by us. In addition, the TSFs are operated and maintained in accordance with the Code of Practice issued by the Department of Mines and Petroleum (WA) and meet applicable requirements of the *Mines Safety and Inspection Act 1994* and the *Mining Act 1978*.
- Property and business continuity insurances mitigate the financial impact of major unplanned disruptions arising from potential TSF failure.

Pandemic outbreak adversely impacting continuity of operations and the iron ore market

There is a risk that a new pandemic or the worsening of the current COVID-19 pandemic could result in an outbreak at one of our operating sites. This could have a significant impact on our operations, particularly due to absenteeism arising from infection rates within critical skill sets or, in extreme cases, forced closure of the site/s. A pandemic could result in ongoing elevated costs associated with implementing preventative or containment measures along with disruptions to the free flow of labour or the normal operation of supply chains, resulting in flow on disruption to production and capital projects.

A pandemic can also impact demand for the Group's iron ore. For example, China's zero-tolerance approach to COVID-19 domestically resulted in several cities being placed under varying levels of lockdown. Prolonged restrictions have the potential to impact production at Chinese steel mills, with a possible flow on impact to the demand for iron ore.

KEY MANAGEMENT ACTIONS:

- Fortescue focuses on maintaining a safe and healthy work environment for all of our employees and contractors, their families and the community, while also ensuring sustained production.
- We review the Commonwealth and State governments' advice on current and emerging pandemics, and align all Fortescue actions with these directions.
- We have an Incident Management Team, chaired by the CEO, which coordinates and oversees our COVID-19 strategy and management plans across all sites, including procedures to care for team members should they become unwell.
- We are focused on continuing awareness on hygiene and physical distancing across all our sites, villages and offices.
- We have the ability to implement both temporary and permanent changes to working arrangements for our employees and contractors, including adjustments to FIFO rosters to reduce the volume of people movements, increased work from home flexibility and enhanced health and hygiene protocols. These changes would be accompanied by additional support for the physical and mental wellbeing of all employees and contractors.
- We have made a significant investment in COVID-19 testing capabilities and screening.
- Fortescue international and domestic travel is managed to align with relevant Commonwealth and State guidelines and regulations.
- We maintain strong relationships with our customers to ensure supplies of iron ore meet their expectations and to allow us to plan our operations.

Operational risks

Uncertainties exist in reserves and resources estimates and we may not fully exploit existing reserves or discover new reserves.

Resource and reserve estimates are expressions of judgement based on knowledge, experience, industry practice and the interpretation of limited information and sampling results. Substantial time and expenditures are required to establish mineral resources and ore reserves and it can take a number of years to achieve production, during which the economic feasibility of progressing to production may change. Prior valid assumptions may change in light of new information, which can potentially change the economic viability of some ore reserves. Volatility in commodity prices may result in adjustments to our recognition of ore reserves. Failure to generate reserves to meet our future production could detrimentally impact long term shareholder returns.

The Group's operations or future expansions may also affect land which contains Aboriginal sites or objects of cultural significance. The Group consults with relevant Aboriginal stakeholders and applies for ministerial consents under relevant legislation. The time taken to complete such consultations or obtain such authorisations or approvals or the inability to reach agreement with relevant Aboriginal groups could materially affect the Group's existing business or any future expansions, resulting in an increase in operating costs, reduced revenue and negative impacts to estimates of future mineral resources and ore reserves.

The Group is currently evaluating exploration and business development opportunities both inside and outside of Australia. There are a range of risks in emerging markets (such as military conflict, terrorism, industrial and civil unrest, judicial activism, extortion, community opposition, onerous regulatory obligations, restrictions on repatriation of earnings or capital, expropriation of assets, fraud and corruption) that may result in those opportunities not being viable economically or based on the Board's risk appetite.

KEY MANAGEMENT ACTIONS:

- We have a defined and comprehensive approach to estimate our published reserves and resources. A robust methodology is well established which includes systematic peer review and calibration against operational outcomes.
- The process is also supported by Competent Persons as defined in the JORC Code and is subject to independent technical reviews and audits. For further information, see the Ore Reserves and Mineral Resources section of the FY22 Annual Report, which is available on our website at www.fortescue.com
- We have a program of exploration and mining which identifies and exploits new ore bodies and supports the expansion of existing ore bodies.
- We have developed innovative exploration techniques which enable us to commercialise previously unexploited tenements and invest in new sources of ore, including magnetite deposits.
- We actively engage with all stakeholder groups and genuinely seek mutually beneficial outcomes.
- We undertake new country entry risk assessments and actively monitor and evolve management action plans as the level of work in a new country progresses.

Performance of key business partners is not aligned with our expectations and they do not meet their obligations

The Group relies on contractors and subcontractors to conduct aspects of its operations and projects and is exposed to risks related to their activities. Counterparties failing to meet their obligations may unfavourably impact our cost and production performance and may expose the Group to third party liability or reputational harm. The recent COVID-19 pandemic and growing inflationary pressures on operating costs, including rising interest rates, have also placed financial strain on many businesses. There is an ongoing risk of business failures which could cause disruption to our supply chain.

KEY MANAGEMENT ACTIONS:

- We work collaboratively with our business partners to achieve superior safety, operational and financial performance.
- We regularly revisit the proper ratio of insourced/outsourced resources to better control performance and introduce greater flexibility within our contractual arrangements, where appropriate.
- We have robust mechanisms in place to regularly review and engage with our major suppliers to assess their financial stability and contractual performance.

MATERIAL RISK	RISK MANAGEMENT STRATEGY
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Operational risks continued

Information technology security breach or unsuccessful technological innovation impacting competitive advantage

The Group relies on information technology (IT) to support the efficient and effective operation of its business. All mining, processing, rail and port operations rely on advanced technology systems to support core business activities and to monitor the safe operation of our facilities and equipment.

Cyber threats are continuously evolving, becoming more sophisticated and increasing in volume as third party actors seek to exploit potential system vulnerabilities. Such threats may be present from within or outside of the Group. A cyber attack has the potential to compromise the privacy of digital information retained by the Group, which could result in increased exposure to litigation, fines and/or reputational damage. Unauthorised access or misuse of the Group's intellectual property could adversely affect the Group's strategic advantage and our financial condition. A breach of the Company's networks or operational systems could result in business disruption, personal injury or death, environmental harm or damage to infrastructure, equipment or sites of cultural significance. It may require significant resources to address these risks or recover from a cyber attack and the Group may be unsuccessful in doing so, thereby materially affecting its business, results of operations and financial condition.

Information Technology has contributed to significant productivity and safety improvements in the past. The Group regularly undertakes upgrades to its software applications and infrastructure. Failing to keep pace with technological innovations can introduce vulnerabilities, reduce competitive advantage, impede our ability to keep pace with evolving stakeholder expectations or impact our ability to introduce carbon reduction technologies to achieve our net zero commitments. Any sustained disruption to the availability and/or performance of IT while introducing changes could materially impact operations and financial performance.

KEY MANAGEMENT ACTIONS:

- We maintain a robust IT security framework and back-up data and infrastructure which provides resilience and recovery capability in the event of a system outage.
- We monitor trends in the nature and frequency of cyber attacks. This includes close collaboration with relevant government agencies and industry peers to ensure that all emerging cyber threats are understood, and appropriate mitigation measures are in place.
- We monitor and control access to sensitive and confidential information maintained within our key systems.
- We have a robust evaluation process for the technical and commercial feasibility of IT innovation projects, including collaboration with partners to ensure successful implementation.
- We monitor emerging technology trends and innovation.
- We are investing, through our wholly owned subsidiary FFI, in the discovery and development of new technologies to support the decarbonisation of our business and to create competitive advantage.
- We have a robust change management process to govern changes to our IT.

Social and environmental sustainability risks

Managing workforce capacity and capability to meet our current and future skill requirements

Automation, digital platforms and other innovations are changing the fundamental nature of work, resulting in industries evolving at a rapid pace. Any sustained disruptions to the free flow of skilled labour, such as during the COVID-19 pandemic, can amplify existing shortages in some industry wide sought after skills and rapidly escalate labour costs. Our ability to identify, attract and retain key talent is fundamental to establishing sufficient workforce capacity and capability to support the delivery of current and future strategic priorities.

KEY MANAGEMENT ACTIONS:

- We have robust approaches to talent and recruitment management, remuneration, skills development and succession planning.
- We work to strengthen our reputation and status in the community as an employer of choice through community engagement programs.
- Employee engagement is a key priority, and we are committed to ensuring our employees are provided with opportunities to help shape the way that we conduct our business.
- We are committed to building and maintaining a workplace that is diverse and inclusive of everyone.
- Our unique corporate culture and Values make us an attractive place to work and our strategic plans to become an integrated green energy and resources company differentiate us in the market.

Risks associated with the transition to a low carbon economy

The transition to a low carbon economy presents the Group with a range of risks and opportunities.

Making the transition is a global imperative as climate change can lead to significant physical risks that could threaten the Group's operations. The Group operates in the Pilbara region of Western Australia, which is already subject to severe weather events, including high temperatures, bushfires, cyclones, storm surges, heavy rainfall and flooding. Climate change may increase the frequency and severity of these weather events which could impact mining operations, including ore processing and rail and port operations, impacting the Group's ability to ship iron ore to its customers. These factors and any prolonged downtime of the Group's production or transportation facilities could materially impact its ability to satisfy contractual obligations, which could negatively impact the Group's operational and financial position.

Transitional risks arise from policy, regulatory, technological, market and other societal responses to climate change and the transition to a low carbon economy. Fortescue is exposed to a range of transitional risks that could affect our strategy, operational efficiency and growth options. These could have a material impact on our business. For example, a change in legislation could introduce new emissions targets, restrict licensing, impose carbon taxes or remove subsidies. These changes could be introduced with little notice and may give rise to adverse legal or market responses or rapidly escalating operating costs. Similarly, implementing low carbon processes may require new investments in unproven technologies, which may increase operating costs and reduce returns on investments. Delays in the Group's success in introducing these technological innovations may impede our ability to keep pace with evolving stakeholder expectations or impact our ability to achieve our emission reduction targets.

A low carbon economy presents a significant opportunity for the Group. Fortescue, through its wholly owned subsidiary FFI, is investing in research and development to support the decarbonisation of heavy industry. Through the work of FFI, Fortescue will directly contribute to the decarbonisation of its iron ore operations and supply a range of green products to the market.

KEY MANAGEMENT ACTIONS:

- Fortescue has accelerated its transition to a vertically integrated green energy and resources company.
- We have set industry leading targets to be carbon neutral by 2030 for Scope 1 and 2 emissions and achieve net zero Scope 3 emissions by 2040.
- Our pathway to decarbonisation is focused on investing in renewable energy and eliminating the use of diesel in our mining fleets. FFI will be a key enabler through the development of green hydrogen and green ammonia projects in Australia. FFI will also supply a range of green products to the market.

Additional details on our management of climate-related risks are set out in our FY22 Climate Change Report which is available on our website at www.fortescue.com

MATERIAL RISK

RISK MANAGEMENT STRATEGY

Social and environmental sustainability risks

Breaches of our legal and regulatory obligations may lead to fines and potential loss of licence to operate

The regulatory environment in which the Group operates in remains complex, with onerous compliance obligations in all jurisdictions.

The Group may be subject to potential fraud, bribery, corruption and modern slavery risks associated with its business, employees, third party suppliers and customers in the geographic locations in which we operate. Corresponding compliance obligations have become more stringent in recent years.

Environmental laws and regulations have also become increasingly stringent over time in line with community and stakeholder expectations. Such laws and regulations and the resulting licence conditions govern many aspects of our operations, and compliance with such requirements could cause delays or require capital outlays in excess of those anticipated, causing a material adverse effect on the Group's results of operations and cash flows.

The Group's business may be restricted by economic sanctions and export controls imposed by Australia and other jurisdictions. Our international operations subject the Group to these laws and regulations, which are complex, restrict business dealings with certain countries, governments, entities and individuals, and are constantly changing.

Penalties for non-compliance with these complex laws and regulations can be significant and include substantial fines, sanctions or civil and/or criminal penalties and violations can result in adverse publicity, which could harm our business, financial condition or results of operations. In some cases, a non-compliance could also result in a temporary or permanent loss of our licence to operate.

KEY MANAGEMENT ACTIONS:

- We understand the importance of acting with integrity, honesty and in compliance with all applicable laws and regulations, wherever we operate.
- We have a robust business integrity policy and compliance framework which details the controls in place for the mitigation of risks associated with fraud, bribery, corruption, modern slavery and sanctions. Compliance with this framework is recognised as a collective responsibility at all levels of the organisation.
- We proactively engage early with all levels of government and with relevant regulators.
- We have an active program of education, training, monitoring, periodic assessments and reporting within the business.
- We consider mine closure implications throughout the life of project development and subsequent operations to minimise the potential financial, social and environmental risks of mine closure. Our standard operating procedures include progressive rehabilitation activities to ensure the required environmental performance objectives are met on closure.
- We maintain a legal obligation register which details legislative requirements relative to the environmental management of our projects and operations, including that our legal obligations are aligned with ISO 14001:2016.

Social and environmental sustainability risks

Our operations could adversely impact the community, including Aboriginal heritage sites

Our relationship with the communities in the areas in which we operate is an essential part of ensuring the success of our existing operations and the development of new projects. Our operations have the potential to cause damage to sites of cultural significance which could adversely affect the Group's reputation and impact its existing business or future expansion activities.

KEY MANAGEMENT ACTIONS:

- Our primary objective at all times is to work on a cultural heritage 'avoidance' basis.
- We consult closely with our native title partners and Commonwealth and State governments to identify, manage and protect places of significant Aboriginal cultural heritage, and comply with all applicable legislation.
- Our Native Title Land Access Agreements and Aboriginal heritage agreements establish detailed processes for the conduct of Aboriginal cultural heritage surveys, consultation, project planning, impact mitigation and negotiation.
- We strive to create economic opportunities within the regions in which we operate by employing local people and purchasing local products and services. We recognise the need to create vibrant and flourishing communities that will attract and retain a mining workforce and their families.

4.6 Annual executive certifications

In accordance with the requirements of ASX Principle 4 'Safeguard integrity in corporate reporting' and section 295(A) of the *Corporations Act 2001* 'Contents of annual financial report', an extensive executive certification process was undertaken for the year ended 30 June 2022. The process requires certifications from our most senior executives to support the declaration to the Board by the CEO and the CFO pursuant to ASX Principle 4 and section 295(A) of the *Corporations Act 2001*.

The executive certifications are broad and consider the key elements of the control environment. The Board, through the ARMSC, uses this process as a means of identifying areas of the control environment where there are opportunities for improvement. Improvement actions identified through this process are monitored by the Committee until actions are completed.



ASSURANCE FUNCTIONS

An effective internal audit function is a critical part of ensuring that a strong internal control environment is maintained across our business

5.1 Internal audit

The internal audit function is carried out by the Group Risk and Assurance (GRA) team and its operations are governed by an Internal Audit Charter that has been approved by the ARMSC. The GRA team provides assurance on whether risk management, internal control and governance processes are appropriately designed and operating at the level expected by the Board.

The ARMSC evaluates the GRA team's staffing levels and its scope of work to ensure they are appropriate in light of the key risks we face. It also approves the annual internal audit plan, reviews internal audit findings and monitors that remedial actions have been implemented by the accountable management teams.

The ARMSC approves the appointment and dismissal of the Group Manager Risk, Assurance and Insurance and assesses their performance, independence and objectivity. Mr Alex Markovski assumed the role of Group Manager Risk, Assurance and Insurance on 7 March 2022. Mr Markovski reports to the ARMSC with functional oversight provided by the Chief Financial Officer.

While internal and external audit activities are separate and independent of each other, there is strong collaboration between both audit functions to maximise the effectiveness of the wider program of audit activity and to minimise duplication of effort and resources.

5.2 External auditor

Appointment and rotation of auditor

In accordance with the *Corporations Act 2001*, Fortescue has appointed an external auditor whose primary role is to form an opinion as to the truth and fairness of the annual financial statements. Any appointed external auditor must demonstrate a high quality of service and independence in accordance with all relevant legal and regulatory requirements.

PricewaterhouseCoopers (PwC) is the current external auditor. PwC rotate audit engagement partners every five years in accordance with the *Corporations Act 2001*. Mr Justin Carroll assumed the role of external audit partner, effective from 22 August 2017. Mr Chris Dodd will assume the role of external audit partner at the end of Mr Carroll's five year term that will expire at the conclusion of the next Annual General Meeting (AGM).

PwC attend ARMSC meetings by invitation and report annually to the ARMSC on their independence and the outcomes of the external audit. The ARMSC reviews the scope of the annual audit plan and related audit fees.

Independence declaration

The auditor's independence declaration, as required under section 307C of the *Corporations Act 2001*, has been received by PwC and is set out in the Financial Report section of the FY22 Annual Report, available on our website at www.fortescue.com

Non-audit services

The Board of Directors is satisfied that the provision of non-audit services is compatible with the general standard of independence for auditors imposed by the *Corporations Act 2001* and does not compromise the auditor independence requirements of the *Corporations Act 2001*.

Details of the amounts paid or payable to the auditor PwC Australia and related entities for audit and non-audit services provided during the year are set out in Note 19 of the FY22 financial statements.

Attendance at Annual General Meeting

The audit partner from PwC attends the AGM and is available to answer questions from shareholders in relation to the audit.

5.3 Other assurance

In addition to external and internal audit, there is a range of additional assurance activities associated with our financial and operational activities. In some cases, this assurance may be mandated by relevant government agencies and/or regulation. Our internal policies and standards may also require some form of assurance be undertaken over specific activities. Assurance activities may be undertaken by internal teams or external parties depending on the nature of the subject matter and any regulatory requirements. Examples of other assurance activities include assessments of compliance with Fortescue's health and safety standards, independent reviews of reported emissions data, validation of publicly reported information and assurance over system implementations.

This framework provides an additional layer of strength to our corporate governance framework. Any material assurance reports or issues arising are provided to the ARMSC for review and consideration.

SECURITY HOLDERS

The Board represents our shareholders and is accountable for delivering value to them through achievement of strategic objectives and performance excellence

We have developed an investor relations strategy to facilitate investor engagement and effective communication with investors. Shareholders are encouraged to attend the AGM, which is the forum for shareholders to vote on key business issues, including election of directors, periodic changes to our constitution, adoption of Fortescue's annual financial report and incentive arrangements. All substantive resolutions at shareholders' meetings, including the AGM, are decided by a poll.

Information is communicated to shareholders in respect to all resolutions tabled at the AGM, including election and/or re-election of directors.

We have implemented a Continuous Disclosure and Market Communications Policy which is available from the Corporate Governance section of our website at www.fortescue.com. The Policy includes a verification process of the integrity of corporate reports released to the market that have not been audited or reviewed by the external auditor.



We use various measures to ensure we communicate effectively with shareholders, debt investors and other members of the investment community throughout the year, as outlined below:

- Timely and balanced disclosures of all relevant matters to ensure an informed marketplace for trading in our securities.
- A dedicated investor relations function to manage investor engagement and respond to shareholder, investor and analyst queries.
- The publication of financial and production reports and media announcements, including the Annual Report and Quarterly Production Reports.
- Participation in various investor and industry forums, conferences and investor roadshows.
- Engagement with proxy advisors in respect to remuneration policy and environmental, governance and social issues.
- Investor, analyst and media calls following the release of key operating and financial information.
- Periodic site tours to our operations for the institutional investment community and media.
- Maintenance of our website (www.fortescue.com), which contains relevant and up to date information.
- An email alert system allowing interested parties to register for automated alerts of ASX lodgments and other information.

BUSINESS INTEGRITY

We are focused on maintaining a strong culture of transparency and accountability

Our longstanding commitment to doing business ethically and honestly is built on our Values, the professionalism of our employees and collective determination to act with integrity at all times.

The Board has adopted a Code of Conduct, Whistleblower Hotline Policy, Anti-Bribery and Corruption Policy, Securities Trading Policy and Continuous Disclosure and Market Communications Policy (Code and Policies), which detail frameworks for acceptable corporate behaviour. There have been no material breaches of the Code and Policies by the Company.

The Code and Policies are internally promoted on a regular basis and training programs have been developed to instil and reinforce our Values and expected behaviours under the Code and Policies. The Code and Policies are subject to periodic review and are available on our website at www.fortescue.com

7.1 Code of Conduct and Integrity

We understand the importance of acting with integrity and in compliance with all applicable laws and regulations wherever we operate. We maintain a publicly stated, formal policy of zero tolerance of corruption in all its forms, including bribery.

Everyone who works for us, including directors, employees, contractors, suppliers and business partners are expected to comply with the Code of Conduct. In addition, they are required to ensure that other parties under their supervision or direction with whom we do business are aware of and comply with the Code of Conduct.

New employees are required to read and acknowledge the requirements of the Code of Conduct in writing before they commence working with us. Any material breaches of the Code of Conduct are reported to the Board.

Further information on our approach to business integrity is set out in the FY22 Sustainability Report available on our website at www.fortescue.com



7.2 Whistleblower Program

We provide various avenues for raising concerns about unethical or illegal business conduct, including behaviour which may not accord with our Values or Code of Conduct, and we offer certain protection to anyone who reports concerns in good faith. This applies to all officers, employees and contractors in all jurisdictions in which we operate.

A number of options are available to employees who have questions or who wish to report suspected violations of the law, the Code of Conduct or related policies and standards. In addition to reporting any concerns to their line manager, officers, employees and contractors have the ability to raise concerns with our Manager Corporate Governance and Compliance or, alternatively, via our external Whistleblower Hotline.

Our Whistleblower Hotline Policy is aligned with the *Treasury Laws Amendment (Enhancing Whistleblower Protections) Act 2019* and is an independent and confidential reporting channel for reporting any breaches of company policy or law.

All disclosures received through this service are investigated and reported to the executive team and the Board by the Manager Corporate Governance and Compliance. Depending on the nature of the disclosure, investigative reports may include recommendations for remedial or disciplinary action. Persons providing information to the Whistleblower Hotline have the option to remain anonymous, ensuring the protection of the individual as well as the integrity of the Whistleblower Program.

7.3 Anti-Bribery and Corruption

Fortescue has a reputation for acting with integrity and honesty wherever it does business. Fortescue is committed to a zero-tolerance approach to bribery and corruption. Our reputation is built on our Values, the professionalism of our employees and our collective commitment to remaining accountable and transparent at all times.

Bribery and corruption undermines legitimate business activities, distorts competition and exposes Fortescue and its employees to significant risks. We are committed to conducting business ethically and in compliance with all applicable laws and regulations. Any breach of the Anti-Bribery and Corruption Policy is reported to the Board.

Our Code of Conduct outlines the standards for ethical behaviour expected of all Fortescue employees. It further provides an outline of employee obligations with regard to reporting unethical behaviour and declaring actual, potential or perceived conflicts of interest. We prohibit bribery and corruption, in any form, whether direct or indirect, whether in the private or public sector, anywhere in the world.

7.4 Securities trading

The Board has established a Securities Trading Policy that outlines the policy for directors and employees when trading in Fortescue shares. Under the policy, certain people are identified as designated persons and they are required to comply with the policy with regard to explicit non-trading periods which are set around financial and production reporting periods.

The Securities Trading Policy sets out a brief summary of the law on insider trading and other relevant laws and also sets out the restrictions on dealing in securities by people who work for, or who are associated with Fortescue.

MARKET DISCLOSURES

The Board understands the importance of keeping shareholders and other stakeholders fully informed of material information in relation to our activities on a timely basis

For this purpose, we have established a Continuous Disclosure and Market Communications Policy, a copy of which is available from the Corporate Governance section of our website at www.fortescue.com. The policy summarises the processes that have been adopted to ensure we comply with our disclosure obligations.

This policy applies to all directors, employees, contractors, suppliers and business partners and is regularly reviewed to ensure it remains effective in guiding disclosure in accordance with our disclosure obligations.

With regard to general disclosures at media briefings or public presentations, only the Executive Chairman, CEO or their delegated persons are authorised to issue public comments on behalf of Fortescue or provide journalists and members of the investment community with information.

Our external auditor, PwC, reviews the annual Directors' Report, annual Remuneration Report and the annual and half yearly Financial Statements. The balance of periodic corporate reports, including Quarterly Production Reports, the annual Corporate Governance Statement, the annual Modern Slavery Statement, the annual Reserves and Resources Report and the annual Sustainability Report, are subject to a rigorous internal verification process coordinated by the Risk and Assurance team with individual signoffs by the relevant functional areas.

Copies of announcements to the ASX, investor briefings, half yearly Financial Reports, Quarterly Production Reports, the Annual Report and other relevant information is available on our website at www.fortescue.com

COMPLIANCE WITH CORPORATE GOVERNANCE STANDARDS

Fortescue supports the intent of the 4th Edition of the ASX Corporate Governance Council Principles and Recommendations (Principles and Recommendations)

Our compliance with the Principles and Recommendations and a checklist cross-referencing these Principles and Recommendations to the relevant disclosures are outlined within ASX Appendix 4G.

Unless otherwise disclosed, we have adopted the requirements of the Principles and Recommendations.

This is available on our website at www.fortescue.com





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