

True North Copper strengthens ESG and development capability

True North Copper Limited (ASX:TNC) (True North, TNC or the Company) is pleased to announce the appointment of **Mr Mark Longbottom as Head of ESG & Innovation**, strengthening **leadership capability and organisational depth** as the Company advances its exploration and development portfolio.

HIGHLIGHTS

- Strengthens ESG, approvals and stakeholder capability at **a critical stage as TNC advances its exploration and development portfolio.**
- **Embeds ESG, approvals and stakeholder engagement early** in project planning to support **approvals certainty**, reduce risk and improve development outcomes.
- Appointment of **experienced leader with 20+ years'** experience across resources and infrastructure, including senior roles with **OZ Minerals and Epic Environmental.**

Mr Longbottom is an experienced ESG, environmental and approvals leader with more than 20 years' experience across the resources and infrastructure sectors, including senior roles with OZ Minerals and leading environmental consultancies. He has extensive experience in approvals, land access, ESG, climate risk, mine closure and stakeholder engagement, supporting projects from study through to development.

TNC's portfolio of granted mining leases provides a strong platform for accelerated development, while also carrying associated care and maintenance, approvals and compliance obligations. This requires disciplined prioritisation and execution across the portfolio. The establishment of a dedicated ESG and approvals function will support improved prioritisation, more efficient integration of external consultants and contingent labour, and more cost-effective delivery of environmental and stakeholder outcomes. This is expected to reduce duplication, improve coordination and support more efficient use of capital across the portfolio.

In this role, Mr Longbottom will provide portfolio-level ESG leadership, ensuring environmental, social and governance considerations are embedded early, pragmatically and consistently across exploration, studies and development activities. He will support the integration of ESG and innovation initiatives across the portfolio, supporting the identification and advancement of opportunities that both mitigate emerging risks and unlock value across the portfolio. This includes rehabilitation and re-commercialisation of legacy project areas, evaluation of cobalt recovery potential, and the application of emerging technologies. This approach supports approvals certainty, stakeholder confidence and disciplined project delivery as TNC advances Mt Oxide and the Cloncurry Copper Project.

Mr Longbottom's role will focus on:

- integrating ESG, approvals and stakeholder engagement into project planning to support disciplined and timely development outcomes;
- strengthening environmental and social performance across the portfolio, including approvals, closure planning and climate-related risks; and
- driving innovation initiatives across the portfolio, including regeneration, cobalt and technology opportunities, alongside continuous improvement in ESG and approvals delivery.

As shown in Figure 1 below, TNC's portfolio spans multiple development-ready assets, reinforcing the importance of integrated and efficient portfolio-level execution.

Value Pathway - Develop, Grow, Discover

A staged pipeline driving production and province scale growth

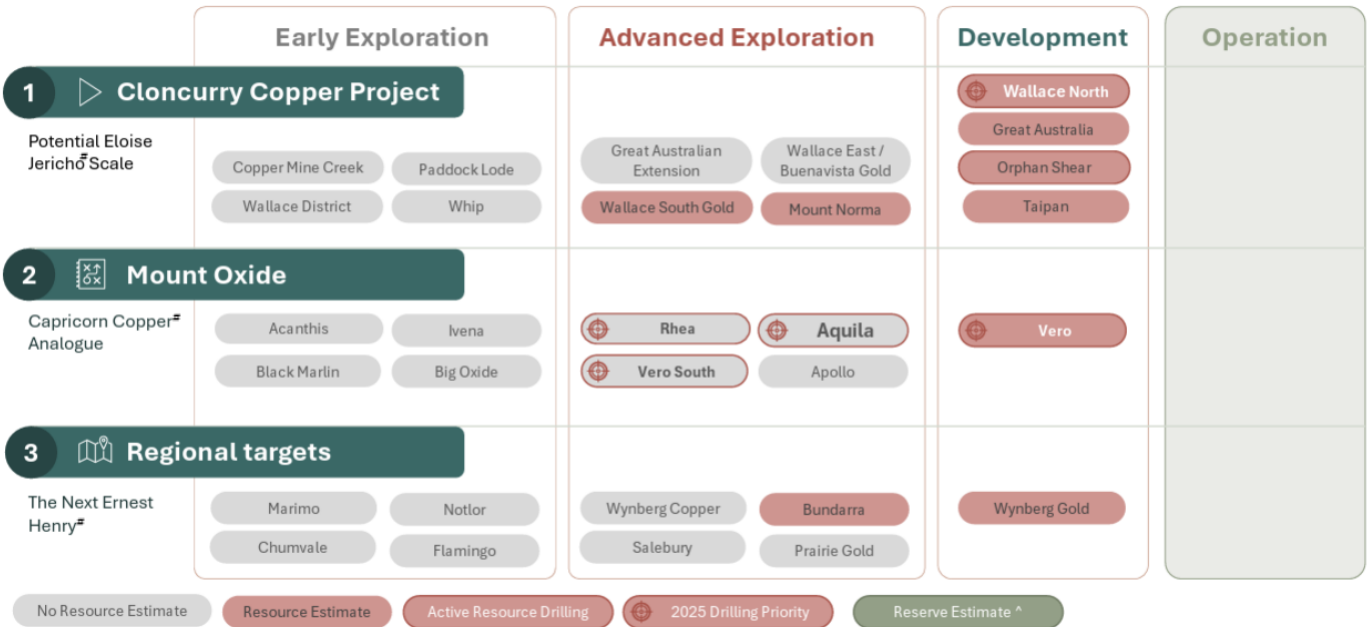


Figure 1. True North Copper's Portfolio and Project Development Pipeline¹. Note: # Aspirational target scale and analogues

COMMENT

True North Copper's Managing Director **Andrew Mooney**, commented:

"Mark's appointment strengthens our capability at a critical stage, bringing experienced leadership across ESG, approvals and stakeholder engagement as we advance our projects.

His role is to help us prioritise and execute effectively across our portfolio - ensuring our work is integrated, decision-focused and aligned to development outcomes. This includes working closely with our teams and partners to optimise scope, improve coordination and deliver outcomes more efficiently.

Mark brings a practical, values-led approach that aligns strongly with our culture and our belief that disciplined execution, strong stakeholder relationships and responsible development underpin long-term value creation."

True North Copper's Head of ESG and Innovation **Mark Longbottom**, commented:

"I'm excited to be joining True North Copper at an important stage for the Company. The intersection of ESG and innovation presents a significant opportunity to support efficient project delivery, unlock value and strengthen performance across the portfolio, while supporting responsible development of critical mineral resources."

This appointment reflects True North's commitment to responsible development and building the capability to deliver its strategy, embedding environmental stewardship, stakeholder trust and governance discipline as enablers of efficient project delivery and long-term value creation across its portfolio.

This announcement has been authorised for release by the Board of True North Copper Limited.

TRUE NORTH COPPER'S THREE-STAGE GROWTH STRATEGY

3 strategic platforms for value creation



DEVELOP

Cloncurry Copper Project
 Targeting near-term revenue

Short-term

109kt Cu
 PFS Underway



GROW

Our Mt Oxide Resource
 Largest and highest grade regional discovery in ~20+ years

Medium-term

220kt Cu, 21kt Co, 5Moz. Ag
 New Discovery with + 1km strike
 59m @1.77% Cu; 7m @ 7.9%Cu



DISCOVER

Our Regional Targets
 Searching for Tier-1 IOCG System

Long-term

Recent expansions of tenement position near both Mt Oxide and Cloncurry Copper Project

Figure 2. TNC's growth strategy with short, medium, and long term priorities.

True North Copper is an Australian copper company advancing a portfolio of 100%-owned assets in the world-class Mt Isa region of Northwest Queensland. Supported by strong institutional support and established infrastructure, the Company is executing a three-stage growth strategy. Develop the Cloncurry Copper Project for near-term cashflow, drill out and grow the resource at Mt Oxide, and continue discovery efforts by systematically exploring Tier 1 Regional Targets such as Chumvale, Marimo and the Salebury IOCG system.

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REFERENCES

1. True North Copper Limited. ASX (TNC). ASX Announcement 11 November 2025: Investor Update Presentation

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