



2026

SUSTAINABILITY REPORT

Mars is for quitters

Solving global challenges in industrial decarbonisation and sustainability

For more information on Calix’s business performance and governance, please visit our full reporting suite:



FY26
Annual Report



FY26 Corporate
Governance
Statement

About this report: This Report has been prepared by Calix Limited (ABN 36 117 372 540) (“Company”). It contains summary information about the Company and its subsidiaries (“Calix”) and their current activities as of 26 August 2026. It should be read in its entirety, together with the Forward-Looking Statement Disclaimer at the back of this report.

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ACKNOWLEDGEMENT OF COUNTRY

Calix acknowledges the First Nations Peoples and Traditional Custodians of the lands on which we live and work, and recognises their deep, ongoing connection to the land, waters, and community. We pay our respects to Elders past and present, and extend that respect to all First Nations Peoples.

Calix's head office is located on Kuring-gai land, our Myrtle Springs mine is located on Adnyamathanha land, our Bacchus Marsh Technology Centre is located on Wathaurong land, our Nerang plant is located on Yugambah land, and our Caloundra Plant is located on Kabi-Kabi land.



SOCIAL INCLUSION STATEMENT

Calix is committed to fairness, safety and belonging across our global teams. We believe everyone should feel respected and valued for who they are. Our aim is to build inclusive environments where our people can thrive, contribute meaningfully and feel a genuine sense of belonging.

INTRODUCTION

Sustainability highlights

We are creating businesses that help solve some of the world's most urgent sustainability challenges.

As we strive to solve some of humanity's greatest global challenges, we aim to create value for our shareholders, partners, people and the planet.

FY26 SUSTAINABILITY HIGHLIGHTS



Completed construction of an electric calciner to demonstrate a mid-stream decarbonisation solution for one of the most carbon-intensive steps in lithium processing



Strategic green metals partnerships with Rio Tinto and Hydro aim to develop and deploy commercial solutions for low-carbon intensity iron and alumina



Carbon dioxide removal development of a marine-based approach to remove atmospheric CO₂, with funding from Frontier members Google, Stripe and Shopify



Improved policies & processes with release of a Global Whistleblower Policy, Your Voice anonymous reporting mechanism and strengthened environmental risk management process



Climate resilience assessed using climate scenario analysis



Strengthened safety management through the roll-out of a group wide safety management platform

Transforming industries

Electrification of industrial processing | Capture of unavoidable emissions | Sustainable environmental solutions



25
PATENT
FAMILIES



~100
EMPLOYEES



2005
COMPANY
FOUNDED



2018
COMPANY
LISTED ON
ASX



2020
BECAME UNGC
PARTICIPANT



11%
SHAREHOLDING
BY STAFF, EXEC
TEAM & BOARD

ONE PLATFORM TECHNOLOGY, MULTIPLE OPPORTUNITIES

CEMENT
& LIME

IRON &
STEEL

ALUMINA

CRITICAL
MINERALS

CARBON
DIOXIDE
REMOVAL

WATER
TREATMENT

OUR OPERATIONS

The Calix Technology Centre Bacchus Marsh, Victoria, Australia

- Two electric calciners for customer material testing and technology development
- A commercial production calciner with a production capacity of ~30,000 tonnes per year
- A multi-purpose laboratory to support Calix's research and development capabilities

Magnesia

- A raw material magnesium carbonate mine in Myrtle Springs, South Australia
- Magnesium oxide hydration facilities in Victoria and Queensland, Australia
- Six IER manufacturing facilities in the United States producing water treatment products for North American customers

Leilac-1, Lixhe, Belgium

A pilot demonstration facility for CO₂ separation from lime and cement

Letters to our stakeholders



Phil Hodgson
Managing Director and
Chief Executive Officer

MESSAGE FROM THE CEO

Calix's vision is to be a leading global innovator in industrial solutions that support environmentally and economically sustainable production of the world's essential materials.

Sustainability sits at the core of Calix's purpose. We are urgently building businesses that support the transition of industries to a lower-emissions economy. This means deploying our technology where the greatest impact can be made, in the sectors that are hardest to abate and most critical to global decarbonisation.

In FY26, we advanced the commercialisation of our platform technology across multiple industrial applications. In lithium, the Mid-Stream Demonstration Project with PLS completed construction, with the plant targeting to demonstrate the potential of electric calcination at the mine site for lower-cost, lower-carbon lithium processing.

In iron and steel, the Zesty technology progressed towards commercial demonstration scale, supported by grant funding and strategic partnerships. At the same time, we advanced our broader portfolio across cement, lime, alumina and other industrial processes, demonstrating the flexibility of our platform across hard-to-abate sectors.

These projects aim to advance Calix beyond concept and pilot scale, toward demonstrating how our technology performs in real industrial settings and creating a pathway to commercial deployment.

Alongside this, we continue to strengthen our environmental and social performance to support disciplined growth. This underpins our ability to operate and scale as a global leader in industrial decarbonisation and sustainability. Our people are essential to our ongoing success, and their health and safety is paramount. I am pleased to report that in FY26, no significant injuries were experienced by Calix's people. We remain committed to continual improvement in safety management, and to protecting and investing in our people.

In FY26 Calix celebrated 20 years since our founding, and whilst we look back with pride on our progress, our focus is firmly set on the future, and the positive impact our technology can deliver.

Because Mars is for quitters.

Phil Hodgson
Managing Director & Chief Executive Officer

**Helen Fisher**

Non-Executive Director and Chair,
Sustainability Committee of the Board

MESSAGE FROM THE SUSTAINABILITY COMMITTEE CHAIR

Calix Limited is an industrial technology company aiming to transform the way things are made, enabling more competitive industries today while future-proofing for a sustainable tomorrow.

In turn, we aim to create long-term shareholder value and shared benefits for our people, partners and the planet. That purpose continues to shape how the Board approaches sustainability oversight, and how the business designs strategies for growth and resilience, and long-term value creation.

Our focus is clear. We seek to apply our technology in large markets where change is urgently needed, and where practical decarbonisation solutions can matter most. These are sectors that sit at the heart of industrial development yet also face complex economic, environmental and sustainability challenges. We believe this is where Calix can make its strongest contribution to the environment through deployment of our platform technology.

During FY26, Calix continued to strengthen the integration of sustainability into governance, strategy and risk management. The release of the Sustainability Policy and Human Rights Policy was an important part of that work, helping to reinforce expectations for responsible decision-making, environmental stewardship and respect for people across our operations and supply chain. Climate-related opportunities remain central to our outlook, particularly where demand is growing for technologies that support lower-emissions in industry. At the same time, we recognise that climate change presents real risks to operations, supply chains and long-term planning. Both opportunity and risk are shaping the decisions we make today.

We also progressed the internal capability, systems and governance needed to meet evolving reporting expectations. As Calix prepares for mandatory climate reporting under the Australian Sustainability Reporting Standards, the work underway now is helping build a stronger foundation for future disclosure and more informed decision-making across the business.

Alongside this, we continued to invest in the culture, leadership and organisational capability required to support responsible growth. This included the release of the Calix Performance Playbook to support greater consistency in how we develop our people, as well as continued efforts to encourage greater participation in Science, Technology, Engineering and Mathematics (STEM) careers.

Thank you for your interest in Calix's sustainability journey. We look forward to sharing our continued progress as we work to support the transition of industries to a low-carbon economy and contribute to a more sustainable future.

A handwritten signature of Helen Fisher in black ink.

Helen Fisher

Non-Executive Director and Chair,
Sustainability Committee of the Board

Climate Statement

Calix recognises the complex global challenges posed by climate change. We support the objectives of the Paris Agreement to hold global average temperatures to well below 2°C above pre-industrial levels and pursue efforts to limit temperature increase to 1.5°C. Scientific consensus is clear that rapid and near-term action is required to meet this objective, including significant decarbonisation alongside deep atmospheric CO₂ removal.

Calix's purpose is deeply aligned with, and supports, this transition. Our platform technology aims to enable decarbonisation across hard-to-abate industrial sectors that collectively account for over 20% of anthropogenic CO₂ emissions, in addition to enabling solutions to remove legacy and residual CO₂ emissions.

At the same time, a changing climate presents risks to our operations and value chain. These are actively managed through our governance, enterprise risk management framework, and strategic planning processes. The Board's Sustainability Committee provides oversight for climate-related risks and opportunities, supported by executive accountability and incentive structures aligned to climate priorities.

We have established a Company-wide greenhouse gas (GHG) baseline and implemented auditable data systems. This provides a robust foundation for ongoing performance tracking.

In FY26, Calix developed its first climate scenario analysis to assess strategic resilience across short, medium and long-term horizons. This work identified key transition and physical risks, as well as commercial opportunities linked to increasing demand for decarbonisation solutions. Outputs from this analysis and broader climate risk assessments are now integrated into our enterprise risk management platform and will inform capital allocation, product development and lifecycle emissions modelling.

Calix remains focused on strengthening resilience within our own operations while accelerating the commercialisation of technologies that support the transition to a low-carbon economy.

ABOUT CALIX

Our purpose-led approach

Calix is building businesses that help solve global challenges in industrial decarbonisation and sustainability.

We aim to help solve global challenges by developing our platform technology into multiple industrial applications that can be economically deployed today, and yet also support the decarbonisation of these industrial processes into the future.

CALIX'S FOUNDATIONS

Calix began with a simple idea: a new type of kiln. That idea has evolved into a versatile platform technology with applications across various metals and minerals processing. The technology aims to enable the electrification of conventionally fossil-fuelled high-temperature industrial processes, capture of unavoidable process CO₂ emissions, and greater energy and mineral resource efficiency. Supported by sustained research and development, disciplined investment and a highly committed team, our platform now operates across multiple industries and is protected by 25 patent families. Sustainability remains central to how we operate and scale.

ALIGNMENT WITH THE UN GLOBAL COMPACT

Calix has been a proud signatory to the United Nations Global Compact (UNGC) since 2020. As a signatory, we affirm our commitment to responsible business practices and align our operations with the Ten Principles covering human rights, labour, environment and anti-corruption, which guide how we operate, innovate and grow.

We report our progress annually through our [Communication on Progress](#), demonstrating how these principles are embedded across strategy, culture, and operations.

Calix's platform technology and commercial strategy inherently align with the ambitions of the United Nations Sustainable Development Goals (SDGs). Through developing solutions that support industrial decarbonisation and enable more sustainable use of resources, our work contributes to global climate action, and broader sustainability outcomes. Our work across hard-to-abate sectors positions us to play a meaningful role in advancing SDGs 6, 9, 13, 15 & 17.

As we scale, the UNGC and SDGs continue to support our decision-making and ensure our growth remains grounded in integrity, accountability and shared long-term value creation.



2026 PARTICIPANT

Our company is committed to upholding the Ten Principles of the **United Nations Global Compact**. Please refer to our **Communication on Progress**.

Creating value and impact

OUR TECHNOLOGY

Calix's platform technology is designed to deliver cost-effective, low-carbon mineral processing solutions. Applications of this platform aim to reduce carbon emissions, energy and resource use across the making of some of the world's most essential materials, while creating long-term competitive advantage and sustainable growth.

Our platform technology is being developed to provide economic benefits today, and yet also help to address global challenges in:


Decarbonisation of cement and lime


Sustainable processing for iron and steel, alumina, and critical minerals


Sustainable water treatment


OPERATING ENVIRONMENT

Net-zero commitments	Decarbonisation legislation, policy & funding	Public demands
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OUR KEY RESOURCES

People & Intellectual Property (IP)	Raw materials	Renewable energy	Financial	Partnerships	Global licence agreements
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OUR VALUES

Sense of urgency We embrace the rate of change necessary to make a sustainable future a reality.	Positive impact We are driven to use our unique skills to create truly sustainable industrial practices	Innovation Innovation reflects our ability to think from first principles, to challenge each other, and adapt quickly to new opportunities	Resolute We are purpose-driven and determined to make a positive difference for the long-term	Inclusive A fair, safe and inclusive culture provides the foundation for driving innovation and business success	Teamwork We are a down-to-earth, caring, honest, innovative and dedicated team of people working together to solve global challenges.
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CALIX PLATFORM TECHNOLOGY

Energy flexibility and electrification	Separation of process gases	High activity material products
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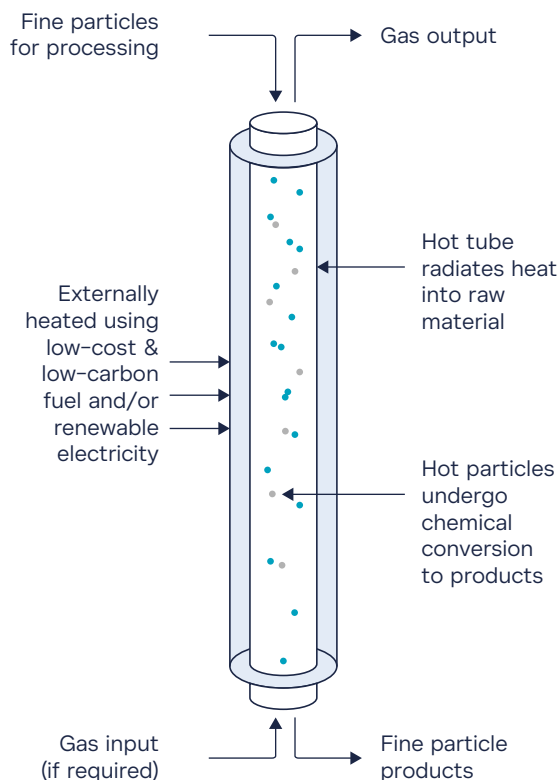

TARGETED SUSTAINABILITY BENEFITS

Value-added mineral products	Greenhouse gas emissions avoided, captured or removed	Reduced toxins & pollutants	Reduced waste	Energy efficient operations	Safe & sustainable products
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CREATING SHARED VALUE FOR

People Communities Helping balance economic, social & environmental sustainability in support of a just transition to net zero Shareholders Targeting shareholder returns through delivery to large addressable markets Our people Enabling impactful work and personal development in a fair & inclusive environment	Partners Developing cost-effective low-carbon mineral processing for: Cement & lime Iron & steel Lithium & critical minerals Alumina Direct Air Capture Water Treatment	Planet Targeting local & global environmental benefits including: Climate change mitigation Sustainable mineral production Effective water & wastewater treatment Sustainable development
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CALIX PLATFORM TECHNOLOGY



EFFICIENT AND LOW-CARBON INTENSITY METAL AND MINERAL PROCESSING

Calix's platform technology aims to replace conventional, carbon-intensive metal and mineral processing. It uses an indirect heating approach, in which externally heated vertical alloy tubes radiate heat to mineral particles as they fall under gravity through the tube. Indirect heating separates what is being heated with how it is being heated to provide three key benefits:

1. Energy flexibility and electrification

Calix's indirect heating technology is energy agnostic, enabling high-temperature metal and mineral processing to switch from fossil-fuel to clean energy sources, including full electrification powered by variable renewable energy sources.

2. Separation of process gases

Any unavoidable carbon dioxide released directly from the raw material, such as when making cement and lime, remains uncontaminated by heating gases and air, enabling it to be efficiently captured at high purity. For green iron production, indirect heating allows Calix's Zesty technology to target minimal hydrogen consumption to remove oxygen from the mineral, as the hydrogen is not combusted as a fuel, and unused hydrogen can be recycled.

3. High activity material products

Flash heating can yield high-surface-area materials with enhanced chemical and bioactivity, enhancing product efficacy for applications such as wastewater treatment.

OUR GLOBAL REACH

Calix's global network of partners within industry, academia and governments supports the development and commercialisation of our decarbonisation technology.

We value the contributions of our partners and recognise their role in advancing our mission to solve complex global challenges:



SUSTAINABILITY AT CALIX

Our ambitions and progress

At Calix, we believe that sustainability means meeting our own needs without compromising future generations' ability to meet their own. It is deeply embedded in our purpose: **solving global challenges.**

Calix's greatest potential contribution to global sustainable development is the application and commercialisation of our platform technology. While our focus is on the advancement of innovative solutions to address urgent sustainability challenges, we are also committed to minimising impacts of our operations and amplifying positive contributions.

Our sustainability strategy focuses on the areas where we have the greatest opportunity to create positive impact for people and the planet.

Calix's Sustainability Committee, a committee of the Board of Directors (Board), provides oversight of the sustainability strategy. The Executive Management Team integrates sustainability into business decision-making, and the Sustainability Manager leads day-to-day coordination across functions. A voluntary team of employees, the Impact Team, support the delivery of sustainability initiatives and provide cross-functional insights to support implementation of sustainability activities.

KPI achievement forms the basis of the company-wide employee incentive scheme (EIS). Safety, Health and Environment KPIs serve as the EIS gateway, demonstrating our commitment to a safe working environment. Sustainability-linked KPIs have been embedded in corporate performance metrics.

This report outlines our approach to sustainability and our progress towards our five sustainability ambitions over the past financial year.

Ambitions and progress

AMBITION	TARGET	FY26 ACHIEVEMENT	FY27 FOCUS
Advance sustainable technology development	Build and commission commercial demonstration plants that validate Calix's leading low-carbon technology for multiple industries by 2030	Completed construction and commissioning commenced of the Mid-Stream Lithium Demonstration Plant with PLS in Western Australia	Complete financing and commence detailed engineering and procurement of the Zesty Low Emissions Iron Demonstration Plant in Kwinana-Rockingham, Western Australia
Reduce our own emissions in line with the 1.5°C pathway	To be determined through ongoing engagement with the Science Based Target initiative (SBTi) and other recognised methodologies	Completed SBTi engagement and internal decarbonisation assessment	Refine emissions approach and transition planning in line with emerging guidance
Address the sustainability of the materials and resources we use in our operations	Implement rainwater harvesting and waste recycling at our key U.S. production site by 2026	Implemented waste recycling at our key U.S. production site and strengthened our capability to manage environmental impacts through group-wide training	Continue building environmental management systems and site-level environmental management capability
Foster fairness and belonging	– Launch an executive sponsorship program to accelerate the advancement of high-potential talent by 2027 – Achieve 40% female, 40% male and 20% any gender representation across all organisational levels by 2030	Delivered STEM engagement initiatives connecting students to real-world applications of science and technology	Expand leadership development and sponsorship initiatives
Ensure safe and controlled operations	Maintain zero significant injuries year on year	Progressed group-wide Safety Management training focused on critical-risk procedures	Strengthen and assure the safety management system, with increased alignment to process safety management principles

Continually innovating

The commercialisation of Calix's platform technology is the Group's greatest opportunity to deliver sustained positive impact.

Through indirect heating of raw materials, Calix's technology aims to enable more efficient and lower-emissions metal and mineral processing; the capture of unavoidable industrial emissions; and the development of sustainable water solutions—in turn transforming the way some of the world's most essential materials are made.

ADVANCE SUSTAINABLE TECHNOLOGY DEVELOPMENT



TOWARDS GREEN IRON AND STEEL

Iron and steel production is one of the largest sources of industrial greenhouse gas emissions globally. A majority of these emissions arises from the ironmaking step, in which coal is typically used as both an energy source and reductant to convert iron ore to metallic iron. Decarbonising ironmaking is important to reducing industrial emissions while supporting continued sustainable global economic development.

Calix's Zesty technology is being developed as a low-emissions pathway to produce green iron, and ultimately, green steel. Zesty applies indirect electric heating and hydrogen reduction to convert iron ore to metallic iron, and aims to enable green iron and steel at the lowest cost by:

- **Flexible electric heating**, compatible with variable renewable electricity
- **Targeted minimum possible hydrogen consumption** for reducing iron ores
- **Enabling the use of a range of iron ore types**, including lower grade hematite/goethite ores
- **Processing iron ore fines and eliminating the requirement for pelletisation**

In FY26, Calix:

- Executed a grant agreement for up to \$44.9 million with ARENA to support development of the Zesty Green Iron Demonstration Plant, subject to matched funding and project milestones.
- Advanced the design of a 30,000 tonne per annum demonstration plant intended to provide an industry-wide facility for testing green iron production from a range of ore types and producers.
- Executed a non-exclusive Joint Development Agreement with Rio Tinto under which Rio Tinto is to contribute over \$35 million of value in cash and in-kind support, subject to project milestones.

ADVANCE SUSTAINABLE TECHNOLOGY DEVELOPMENT CONTINUED



ENABLING ZERO EMISSIONS ALUMINA

Alumina production is energy intensive, with a significant share of emissions arising from the high-temperature calcination step used to convert aluminium hydroxide into smelter-grade alumina. Reducing emissions from this step is important to the decarbonisation of aluminium value chains, while also providing other potential advantages to support the competitiveness of alumina refineries.

Calix's Zero-Emissions Alumina (ZEAL) technology is being developed to electrify alumina calcination. By replacing fossil fuel combustion with electric heating, ZEAL aims to:

- **Reduce emissions**, with the potential for zero scope 1 emissions in the calcination step.
- **Enhance energy efficiency**, via the replacement of fossil-fuel combustion and the creation of a pure steam stream as a calcination by-product, which in turn can be reused within the process.
- **Increased product yields**: precise heating can optimise process temperature profiles to reduce particle breakage and increase yields.

In FY26, Calix:

- **Signed a Memorandum of Understanding and services agreement with Hydro** to jointly develop ZEAL for near-zero emissions alumina.
- **Completed a pilot-scale material testing program** using feedstock from Hydro's Alunorte refinery in Brazil.



ADVANCE SUSTAINABLE TECHNOLOGY DEVELOPMENT CONTINUED



DEMONSTRATING SUSTAINABLE LITHIUM PRODUCTION

Lithium is an essential material for the energy transition, yet key processing steps remain energy and carbon-intensive. In hard-rock lithium production, calcination of spodumene is a critical step that has traditionally relied on fossil-fuel-fired kilns. Reducing the emissions, waste and cost associated with this step is important to more sustainable and competitive lithium production.

Calix, in partnership with PLS, has developed a 'Mid-Stream' lithium process that applies electric calcination at the mine site to produce a concentrated lithium phosphate salt product. The process is designed to:

- **Reduce emissions in lithium processing** by over 80% compared with conventional gas-fired kilns, and over 90% compared with coal-fired kilns.
- **Add-value to mineral resources:** refining at the mine-site has the potential to enable more value to be captured locally from critical mineral resources.
- **Reduce waste transportation:** from transportation of ~94% waste-rock for spodumene to 0 for lithium phosphate.
- **Increase resource utilisation:** processing of spodumene fines can enhance ore utilisation and further reduce waste.

In FY26, Calix:

- **Completed construction of the Mid-Stream Demonstration Plant with PLS**, marking completion of Calix's first electric plant at commercial scale.
- **Executed a revised commercial structure with PLS** that released \$11.4m of previously invested capital and removed Calix's ongoing funding and execution exposure to the project, with PLS ownership of the JV stepping up from 55% to 100%.
- **Supported project commissioning**, with PLS awarded a grant of up to \$38.1m from ARENA to subsidise a two-year project to commission and operate the Mid-Stream Demonstration Plant, with an estimated total project cost of \$139.2m.
- **Positioned the technology for future scale through a licensing and royalty model**, maintaining Calix's up-side exposure to third-party deployment of the technology in primary lithium processing.

PLS also secured an off-take agreement for the product with Ningbo Ronbay New Energy Technology Co. Ltd, a leading global cathode active material manufacturer, enabling the lithium phosphate product to be utilised in the battery supply chain.

Once operational, the demonstration plant is expected to produce important real-world performance and emissions data to validate the technology's performance and environmental credentials across multiple sectors.

These steps advance the prospect of lower-carbon, lower-waste lithium processing at the mine site and strengthen a replicable model for application of Calix's technology to a wide range of critical minerals.



ADVANCE SUSTAINABLE TECHNOLOGY DEVELOPMENT CONTINUED

CO₂

DECARBONISING CEMENT & LIME

Cement and lime are among the largest sources of industrial emissions globally, together accounting for approximately 8%¹ of global emissions. A significant proportion of these emissions are unavoidable: they are an inherent part of the production process, released directly from the raw material limestone as it is calcined.

Calix, through its subsidiary Leilac, is focused on addressing this challenge, using indirect heating to:

1. **Capture process emissions:** Unavoidable process carbon dioxide emissions are kept pure, enabling them to be captured for use or storage without additional chemicals or energy-intensive processes.
2. **Switch to clean energy:** The Leilac technology is compatible with alternative fuels and electricity, including from variable renewable energy sources.
3. **Produce calcined clay as a low-carbon intensity supplementary cementitious materials (SCMs):** Calcined clay can replace a portion of clinker in cement, thereby reducing the carbon intensity of the product by avoiding process CO₂ emissions and requiring lower processing temperatures. Calcined clays also offer the potential for long-term and broad availability relative to other SCM materials such as fly ash and blast-furnace slag.

Proven at pilot-scale, the Leilac technology is moving towards commercial demonstration through multiple projects with global partners.

In FY26, Calix and Leilac:

- **Signed a Joint Development Agreement with Ambuja Cements**, a subsidiary of Adani Group, for a commercial scale project at the Sanghi cement plant in Gujarat, India for low-cost, low-carbon cement production at commercial scale.
- **Signed a service agreement with an East-Asia customer** for a paid engineering study to support the development of a potential commercial cement project, utilising the technology to capture approximately 100k tonnes p.a. of process CO₂ and enable its use by local industry.
- **Completed a pre-Front-End Engineering Design study for Project Zeta**. Located in South Australia and supported by a \$15m grant from the Australian Government, the project aims to demonstrate a fully electric approach to lime production, with unavoidable process CO₂ captured for use by the local industry.
- **Continued to pursue the delivery of the Leilac-2 project** alongside a consortium of partners and with funding from the European Union (although the status of this project is currently delayed as of end FY26).
- **Advanced calcined clay production** for low-carbon cement with multiple partners. Calcined clay produced using the Calix technology successfully completed product development by **Boral Limited**, marking a significant milestone toward commercial use of low-carbon calcined clay concrete in Australian buildings and infrastructure. Calix also signed a toll processing agreement with **Green 360 Technologies** to produce calcined clay for their Eco-clay product.



1. <https://www.weforum.org/stories/2024/09/cement-production-sustainable-concrete-co2-emissions/>

2. IPCC (2022) Climate Change 2022: Mitigation of Climate Change (WGIII Contribution to the Sixth Assessment Report)

ADVANCE SUSTAINABLE TECHNOLOGY DEVELOPMENT CONTINUED



CARBON DIOXIDE REMOVAL

To complement the reduction of industrial emissions, Carbon Dioxide Removal (CDR) is an emerging industry that aims to address residual and legacy CO₂ emissions. The IPCC's Sixth Assessment Report identifies CDR as an integral component of mitigation pathways that limit warming to 1.5 or 2°C, highlighting the need for large-scale atmospheric CO₂ removal alongside deep emissions reductions.

By enabling the production of zero emissions lime, Leilac aims to support the development of scalable and low-cost lime-based approaches to CDR. This includes:

- **Marine-CDR**, in which lime can be used to reduce local ocean acidification, thereby enabling the ocean to draw down more CO₂ from the air.
- **Direct Air Capture (DAC)**, in which lime acts as a direct sorbent for atmospheric CO₂.

In FY26:

- **Leilac signed a contract with Frontier**, an advance market commitment to purchase CDR credits. The contract awarded an R&D grant to Leilac to support development of zero-carbon lime for ocean alkalinity enhancement (OAE), a form of marine carbon dioxide removal.
- **Leilac completed an OAE materials testing program and engineering study** aimed at developing low-cost pathways for zero-carbon lime supply.
- **Leilac's projects with U.S. DAC company Heirloom remained paused**, allowing for a U.S. Department of Energy review of project funding to be completed and next steps for the project to be established.

ADVANCE SUSTAINABLE TECHNOLOGY DEVELOPMENT CONTINUED



WATER TREATMENT SOLUTIONS

Access to clean water and sanitation is a global imperative; and providing safe, effective, and more sustainable water and wastewater treatment solutions remains central to Calix's mission. Our magnesium-based products offer a safer, lower-impact alternative to conventional products such as caustic soda and lime. They are designed to:

- Neutralise acidic wastewater
- Reduce odour and corrosion in sewer systems
- Improve handling safety
- Support more cost-effective treatment processes
- Minimise the release of hazardous substances across industrial and municipal systems

In FY26, Calix:

- Continued to scale its manufacturing and supply footprint, with the opening of a new Queensland facility.
- Commenced deliveries to one of the world's largest agriculture companies in the United States.

By replacing hazardous chemistries with magnesium-based solutions, we aim to reduce environmental impact, improve treatment performance and accelerate the transition to more sustainable industrial water management.



Calix's Australian-based MHL business is ISO 9001 certified reflecting our commitment to the highest standards of product quality. This certification applies to select areas of our Bacchus Marsh technology centre, covering 50% of operations at this site.

Minimising impacts on the environment

DECARBONISE OPERATIONS

Calix is committed to measuring, monitoring, and reducing the carbon intensity of our products and operations in line with the objectives of the Paris Agreement.

Amendments to baseline year

During this reporting period, errors were identified in our previously published baseline emissions. In accordance with the GHG Protocol, the baseline has been recalculated and restated to ensure accuracy and comparability. Revised figures are presented alongside the original values for transparency.

Baseline Year	Originally Reported	Revised	% change
Scope 1	1,832	1,832	0
Scope 2	1,631	965	(41)
Scope 3	14,966	17,357	16
Total	18,375	20,154	10

Decarbonisation roadmap

In FY26, we commenced development of an emissions reduction roadmap. Approximately 59% of Calix's scope 1 emissions arose from unavoidable process emissions from the calcination of carbonate materials like magnesite and limestone. Carbon capture and utilisation or storage (CCUS) is the primary pathway available to reduce these emissions. Given the Company's growth stage, evolving business mix and the significance of process emissions in its emissions profile, product emissions intensity is considered a more meaningful measure of performance, as opposed to absolute emissions alone.

As current Science Based Targets Initiative (SBTi) methodologies do not address CCU, Calix will continue to monitor emerging guidance and refine our approach as methodologies develop, and as carbon management infrastructure becomes available.

Emissions

In FY26 we continued to measure our greenhouse gas footprint and introduced an updated emissions-intensity better aligned with our operating model:

- Emissions associated with our Magnesium Hydroxide Liquid (MHL) product are expressed in tCO₂-e per tonne produced;
- All other emissions are expressed as tCO₂-e per dollar of non-MHL revenue.

This approach better reflects current business activities; however, it is not comparable to the baseline period, which was measured on a per-FTE basis.

FY25 emissions profile

Calix's emission profile in FY25 remains broadly consistent with prior reporting.

Scope 1 emissions

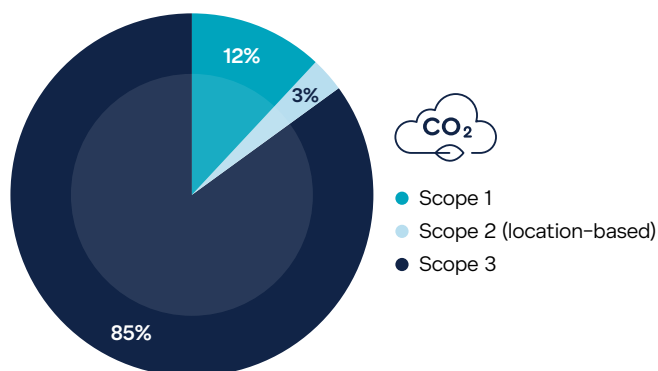
Scope 1 emissions accounted for approximately 12% of total emissions in FY25. These included direct emissions from Calix's operations, including the release of unavoidable process emissions and burning of natural gas during magnesite calcination for MHL production, and fuel consumed by company owned vehicles and equipment.

Scope 2 emissions

Scope 2 emissions represented approximately 3% of the Company's total emissions footprint in FY25 and represented emissions from purchased electricity used to power our plants and offices.

Scope 3 emissions

Scope 3 emissions represented approximately 85% of the Company's greenhouse gas emissions in FY25. These indirect emissions arose across the value chain, including from purchased goods and services, capital goods, freight, and business travel.



2,731.53

SCOPE 1 EMISSIONS

651.85

SCOPE 2 EMISSIONS
(LOCATION-BASED)

19,254.76

SCOPE 3 EMISSIONS

Scope 3 emissions represented the majority of Calix's footprint and occur outside of our ownership and direct control. The largest portion of these emissions were associated with upstream activities and were considered difficult to avoid, given the nature of our operations. Calix is working with suppliers to improve data quality and strengthen visibility of these emissions. The Supplier Code of Conduct sets ESG expectations, and engagement continues to expand across key categories to support improved transparency over time.



Environmental Performance Indicators

Indicator	\$ non-MHL revenue (AUD)	t-MHL produced
Energy intensity (GJ)	0.000899	0.500
Total water intensity (kL)	0	4,660
Gross GHG emission intensity (tCO ₂ -e)	0.000692	0.683
Gross GHG emission intensity (S1&2) (tCO ₂ -e)	0.0000870	0.104

Calix is focused on reducing emissions intensity and improving environmental performance indicators year-on-year through ongoing improvements in data quality, measurement and operational performance.

ADDRESS RESOURCE CONSUMPTION

Environmental impact

Calix prioritises responsible environmental stewardship across our operations.

In FY26, we updated the Safety, Health, and Environment (SHE) Policy to reinforce our commitment to safe and environmentally sustainable practices. The policy provides a framework for decision-making across all activities that may affect SHE outcomes.

Environmental obligations were reviewed, and site-level environmental risk assessments were completed across operational sites in Australia and the U.S. In FY26 all risks were assessed using Calix's enterprise risk management framework, and high-risk items escalated to the corporate risk register for oversight by the Audit and Risk Management Committee.

Environmental aspects and impact assessments were also conducted at each site to strengthen understanding of how our operations interact with the environment. Together these assessments help us to build a clear picture of our environmental footprint and guide strategies to continually improve environmental stewardship.

During FY26, a global environmental management training program was introduced to build capacity across the workforce.

In FY26, Calix recorded one environmental incident at an operational site in Queensland, Australia, involving the release of MHL beyond site boundaries. Remediation was completed in coordination with local authorities, and additional controls have been implemented to prevent recurrence.

Water

Calix recognises access to safe and clean water and sanitation as a fundamental human right.

Water is a foundational ingredient in our MHL product, which provides a safe alternative product for wastewater treatment applications.

Calix conducts periodic water-risk assessments using the World Resources Institute Water Risk Atlas to identify organisational exposure to water stress. Calix currently has three operational sites located in high-water stress regions.

We will continue to monitor water availability to inform operational planning and investment decisions.

Water-related incidents

FY26

Number of incidents of non-compliance associated with water quality permits, standards, and regulations	1
---	---

Water usage

FY26
megalitres

Water withdrawal (third party utility)	216.55
Entrenched in product	214.20
Water output (third party utility)	2.35

Waste

Calix recognises the importance of transitioning to a circular economy.

To reduce our waste footprint, waste reduction initiatives were implemented across operations in FY26. At our key U.S. production site, a recycling program was introduced diverting 5.46% of waste from landfill.

At the Calix Technology Centre, a vacuum recovery system was established to capture material for reuse. This system recovers magnesium carbonate dust generated during production and residual MHL from intermediate bulk containers (IBCs), enabling both product and containers to be reused. Through this initiative, 5 IBCs used to deliver product, alongside 9 tonnes of material, were recovered and reused, reducing waste and supporting circularity.

Waste	FY26 tonnes
Total weight of mineral waste disposed of	12.1
Total weight of non-hazardous waste generated	1.6
Total weight of waste diverted (recycled)	5.93

Protecting and investing in people

Calix strives to be a high-performing global organisation with exceptional teams that reflect and celebrate the richness of our society.

Calix's approach to People & Culture focuses on creating a workplace that is fair, safe and inclusive, and supportive of leaders and employees to perform effectively in a complex, growth-focused environment. This includes setting clear expectations, supporting development, and using employee feedback to improve the overall experience.

Governance of the people and culture strategy is provided by the People, Culture and Nominations Committee. Day-to-day responsibility sits with leaders across the business, supported by the People & Culture team through policy, advice, workforce programs and employee engagement.



EQUITY, INCLUSION AND BELONGING

Increasing representation

Inclusion remains an important focus for Calix, recognising that different perspectives strengthen the quality of decision-making and team performance.

As a signatory to the 40:40 Vision Initiative, we are committed to achieving gender balance in executive leadership by 2030. The Board is female-led, and we continue to focus on improving representation across organisational levels.

In FY27, Calix will introduce an executive sponsorship program as a practical step to support succession planning and the development of future leaders.

Promoting inclusivity and engagement

In FY26, Calix's Fair, Safe and Inclusive Culture Policy was introduced, establishing clear organisation-wide expectations for behaviour, accountability, and employee experience.

Employee experience is monitored through quarterly Employee Net Promoter Score (eNPS) pulse surveys, an annual culture survey and a quarterly engagement measure. These tools capture different dimensions of employee sentiment, including advocacy, culture and day-to-day experience.

In the most recent quarterly pulse, eNPS was -17 and quarterly engagement was 4.15/5, providing a balanced view of employee sentiment. The eNPS score reflects organisational changes occurring over the current and prior reporting periods, which introduced uncertainty and influenced employees' willingness to recommend the organisation. In contrast, a strong engagement score indicates that employees remain motivated and committed in their roles. In response, Calix has implemented targeted focus groups to strengthen communication, ensure employee consultation, and inform ongoing organisational design.

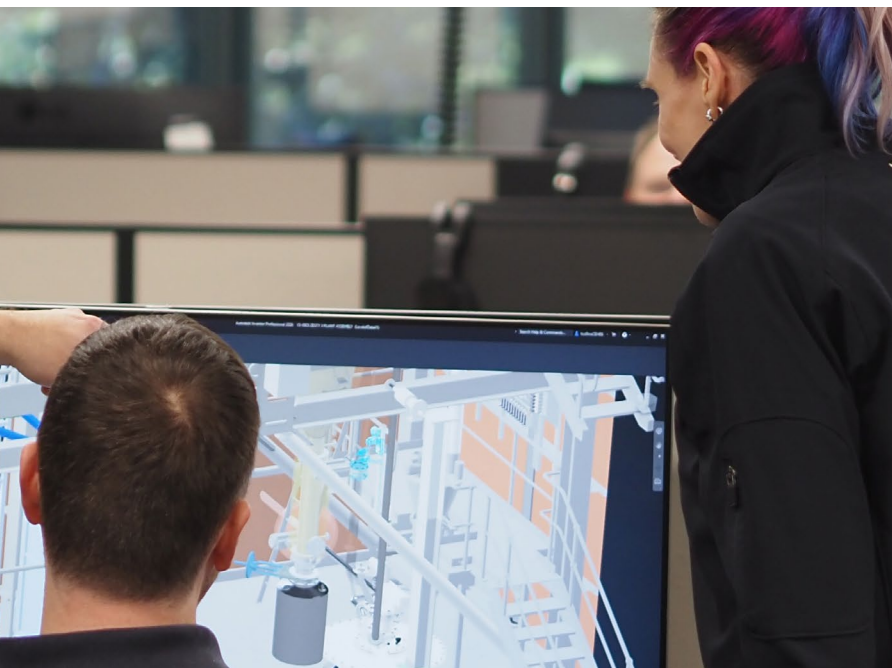
Calix seeks to contribute positively to the broader communities in which it operates. In FY26, Calix representatives participated in a series of community and school-based initiatives aimed at increasing broader participation in science and technology careers.

Pay equity

Calix reviews pay equity annually to support equal opportunity outcomes. Analysis of comparable roles has not identified material gender-based pay differences.

Calix is also committed to paying a living wage to all our workers across its global workforce, demonstrating our commitment to fair, ethical and consistent labour practices.





Gender breakdown by Level	Female %	Male %	Not declared %
Board	75	25	0
Executives	9	91	0
Managers	13	88	0
Staff	21	57	22
Employees total	18	66	16

Building leadership capability

Calix recognises leadership as a capability that exists at all levels of our organisation. The Leadership Group brings together a diverse cross-section of employees from different regions, functions and organisational levels, to share perspectives on performance and organisational culture.

In FY26, Calix released a refreshed Performance & Career Playbook, a practical tool that supports and clarifies expectations, structured goal setting and regular development-focused conversations. The playbook is intended to help employees and managers have more consistent conversations about performance, growth, accountability, and to support capability development across the organisation.

SOCIAL RESPONSIBILITY

Indigenous engagement

As a company headquartered in Australia, Calix recognises the importance of respectful engagement with Indigenous people.

In FY26, representatives of the Group's Executive Management Team engaged with the PIDIA Aboriginal Corporation to discuss operations, community aspirations for the property, and future agreements.

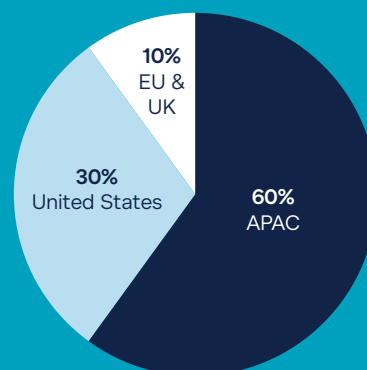
Calix remains committed to ongoing dialogue, and to obtaining free, prior and informed consent for our activities.

In FY26, internal cultural capability was strengthened through leadership participation in Cultural Safety Training delivered by the Victorian Aboriginal Community Controlled Health Organisation Inc.

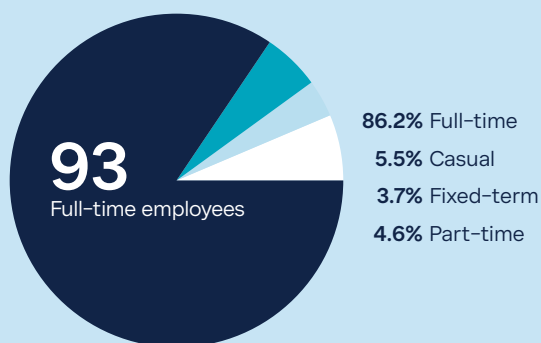
Modern slavery

Calix is committed to upholding human rights across all our operations. We support recognised human rights, including those set out in the Universal Declaration of Human Rights and International Labour Organisation's Declaration of Fundamental Principles and Rights at Work. Our newly published Human Rights Policy outlines Calix's commitment to conducting business in a manner that supports sustainability and respects human rights.

OUR EMPLOYEES BY GEOGRAPHIC LOCATION



GLOBAL WORKFORCE (AS AT 30 JUNE 2026)



109

TOTAL WORKFORCE

9.7%

EMPLOYEE TURNOVER (VOLUNTARY)

4.9

YEARS AVERAGE EMPLOYEE TENURE

75%

FEMALE AT BOARD OF DIRECTORS LEVEL (NON-EXECUTIVE DIRECTORS)

84%

EMPLOYEE SURVEY PARTICIPATION RATE

PROTECTING AND INVESTING IN PEOPLE

CONTINUED

HEALTH & SAFETY

Calix is committed to operating safely and responsibly, protecting our people, contractors and communities, while enabling reliable delivery of our operations. We expect all work to be performed safely, with the goal that all people return home each day without injury.

The Board oversees health and safety management, and the Company's performance against safety objectives. They are supported by the Health, Safety, and Environment (HSE) Manager and an internal safety team assembled to positively influence Calix's HSE direction. Monthly HSE leadership forums provide a structured setting for executives to review audits, incidents, and emerging trends, and to set strategic safety priorities.

HSE KPIs serve as the gateway to the company-wide Employee Incentive Scheme (EIS), demonstrating the Company's commitment to safety at the highest level.

Safety management system

Calix's group wide Safety Management System, defined in the Company HSE Manual, sets the processes and practices required to meet HSE objectives, reduce impacts and improve operational efficiency. The system is ISO 45001 aligned, with the Calix Technology Centre (Bacchus Marsh) and the Nerang Plant holding ISO 45001 certification.

Safety governance and leadership

Calix is continually maturing in safety governance. To ensure executive leadership and oversight of our safety performance, in FY26 all critical safety actions were assigned to an executive sponsor. Executives actively supported the delivery and verification of safety actions, where their involvement could remove barriers to completion, improving visibility of progress across the organisation.

Risk management

In FY26 focus was placed on building a consistent understanding of credible high-risk scenarios and the controls required to prevent them.

To support this, bowtie analysis was progressively introduced to improve visibility of critical controls and site level verification routines. Bowties were developed by the Safety Team, drawing on a broad range of operational and technical perspectives to deepen understanding and strengthen site-level safety decision-making.

Learning from incidents

Calix encourages reporting of all safety related incidents and near-misses, with no minimum threshold for reporting. We value every opportunity to learn and continually improve our safety performance. Insights are reviewed at the executive level and drive targeted improvements to our systems and operating practices, with a focus on high-potential events.

Manual handling and operability risks continue to be addressed through work design and early-stage engineering interventions.

Recordable injuries	FY26	FY25
Total fatalities	0	0
Fatalities – employees	0	0
Fatalities – contractors	0	0
Total Recordable Injury Frequency Rate (TRIFR) ¹	0	1.6
Total recordable injuries – employees	0	2
Total recordable injuries – contractors	0	0
Total near miss frequency rate	51	61
Total near miss incidents	52	78
Lost Time Injury Frequency Rate (LTIFR) ¹	0	0.8
Total lost time incidents – employees	0	1
Total lost time incidents – contractors	0	0
Total lost workdays	0	2

Operational readiness

In FY26, operational readiness was prioritised as our activities grew in complexity. Earlier integration of safety and operational expertise into project planning improved risk identification, sequencing and mitigation during commissioning. Strengthened governance, staged verification and targeted training supported safer, more reliable start up and a smoother transition to operations.

Building capacity

In FY26, critical risk training continued to be rolled out across the organisation, with a focus on management of high-risk activities.

To ensure our Safety Management System remains effective and fit for purpose, we expanded our audit approach to cover all critical and core procedures, using high risk audits to assess understanding, field application and control performance over compliance alone.

Contractor management

To ensure efficient and well controlled contractor engagement, Calix strengthened its contractor and external interface controls in FY26. Documentation was standardised, responsibilities clarified and safety requirements made more visible, supporting more effective management of contractor and interface risk.

COMMUNITY, PARTNERSHIPS AND POLICY ENGAGEMENT

Benefiting communities



Calix's technology has the potential to deliver environmental, health and economic benefits for the communities in which projects operate, with a commercialisation and delivery model designed to support the scale and speed of impact, while enabling local participation.

By enabling viable pathways to net zero for emissions intensive sectors, effective decarbonisation solutions can help underpin resilient local industries and economies in a transitioning global economy, supporting jobs and existing economic activity through the global decarbonisation transition. Decarbonisation projects may also contribute to improved environmental and health outcomes beyond carbon dioxide emissions reduction, for example, by improved local air quality through reduced combustion-related emissions and fugitive dust from electrified industrial heat.

At commercial scale, Calix's solutions are intended to be deployed through a blue-print style delivery model that supports the potential use of local firms, services and resources during construction and operations, helping to retain and build local capability as industries decarbonise.

In FY26, Calix used engineering and manufacturing workshop capability from within Western Australia to support the construction of the lithium Mid-Stream Demonstration project at PLS' Pilgangoora Operation in Western Australia, contributing local economic benefits and capability development.

In FY26, Calix also developed a Community Consultation and Stakeholder Engagement Plan for its Zesty Green Iron Demonstration Project, following confirmation of the project's location in the Kwinana-Rockingham Strategic Industrial Area in Western Australia. Calix has commenced the implementation of this plan, including via early engagement with neighbours, Traditional Owners, and local and state government stakeholders, with the aim of delivering shared community benefits.

PUBLIC POLICY ENGAGEMENT

Calix engages with governments, policymakers and non-governmental organisations globally to support industry decarbonisation and broader climate objectives.

In FY26, Calix was pleased to contribute to the efforts of governments around the world to decarbonise industry and support sustainable development. This included through responses to state and national government consultations, direct stakeholder meetings, and participation at policy development workshops.

Calix acknowledges the support of government funding, including from the Australian Government, Western Australian Government, European Union and other programs, in enabling the development and commercialisation of its technology.

RESPONSIBLE BUSINESS

Our governance approach

Calix is committed to operating transparently and responsibly, consistent with the obligations of an ASX listed company and the expectations of our stakeholders.

GOVERNANCE OVERVIEW

The Board has ultimate responsibility for the governance of the Company. It sets strategic direction to create and sustain long-term value and oversees management performance and implementation of strategy.

The Company's Constitution outlines the relationship between the Company, its shareholders and the Board. The Board Charter formalises the Board's roles and responsibilities.

The Board Sustainability Committee, comprising three independent Non-Executive Directors, oversees the development and implementation of the Company's sustainability strategy and related policies and initiatives. The Committee meets at least twice each year to review priorities and monitor progress of the sustainability program.

ANTI-CORRUPTION AND WHISTLEBLOWER PROTECTION

Calix conducts business with integrity. The Code of Conduct, Anti-Corruption and Anti-Bribery Policy, and Supplier Code of Conduct set expectations for Directors, employees, direct business partners and material suppliers.

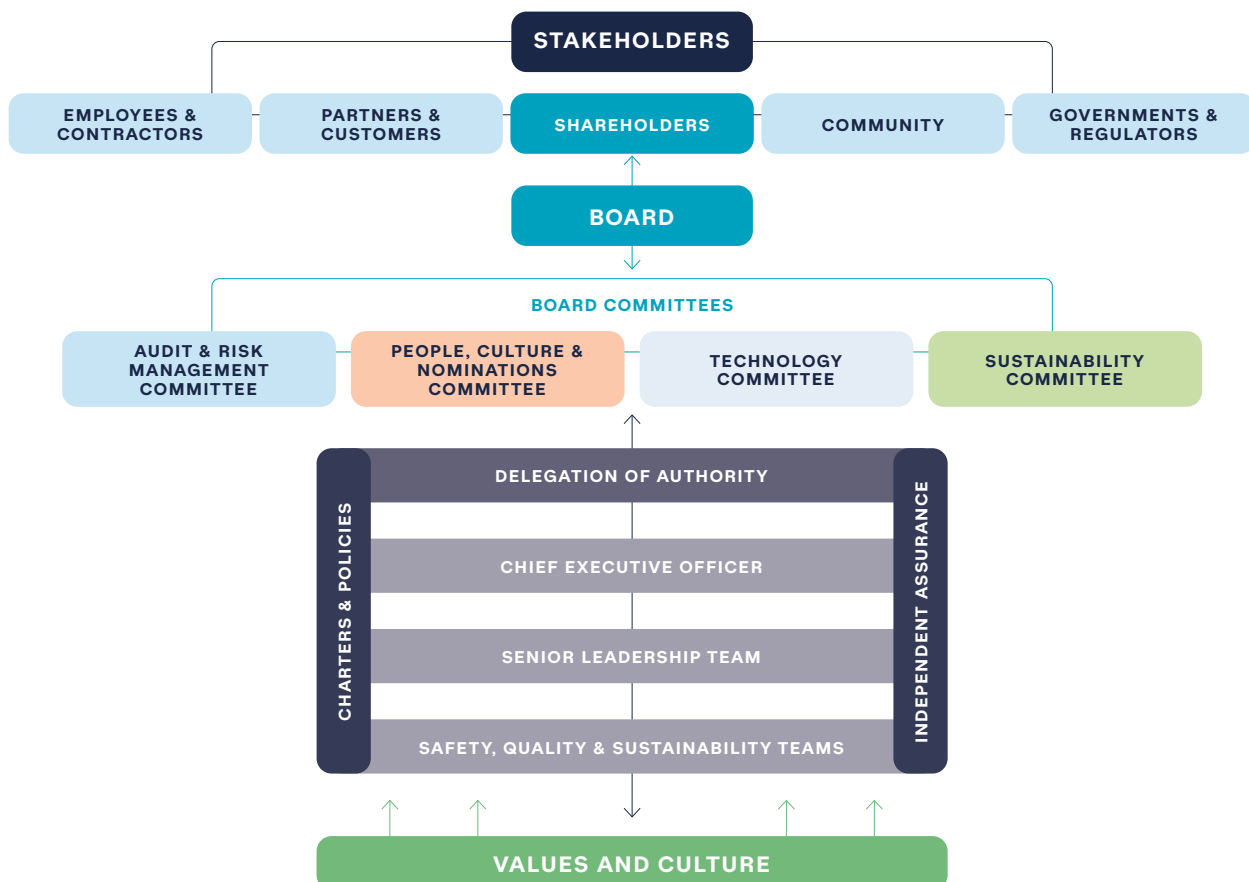
Employees are encouraged to report concerns relating to misconduct, including illegal or unethical behaviour.

In FY26, the Global Whistleblower Protection Policy was updated to strengthen protections across all regions. The policy applies to employees, contractors, partners and job applicants.

Calix also introduced Your Voice, an additional reporting channel available to internal and external stakeholders, including the option to report anonymously.

In FY27, Calix will roll out anti-corruption training across its global workforce to strengthen capability in identifying and responding to corruption risks.

Calix Limited Governance Framework



Climate risk management

Calix acknowledges the risks and opportunities that climate change presents for the business, as well as for the broader economy and society.

Climate risks are managed through the enterprise risk management framework, supported by defined Board and management accountabilities.

The Board oversees the Company's risk management program. The Audit and Risk Management Committee supports the Board in meeting its oversight responsibilities, with the Sustainability Committee providing additional oversight of sustainability and climate-related risks and opportunities. Management is responsible for maintaining the framework and embedding it into business processes and decision-making.

CLIMATE SCENARIO ANALYSIS

In FY26, Calix developed two climate scenarios informed by recognised climate models. The analysis considered potential impacts on operations, assets and strategy, including both physical and transition-related risks and opportunities.

The outputs of this analysis are being used to inform risk management, investment decisions and strategic planning, and to support ongoing monitoring of emerging risks and opportunities.

Calix will continue to refine the integration of climate considerations into risk reviews, capital allocation and long-term planning.

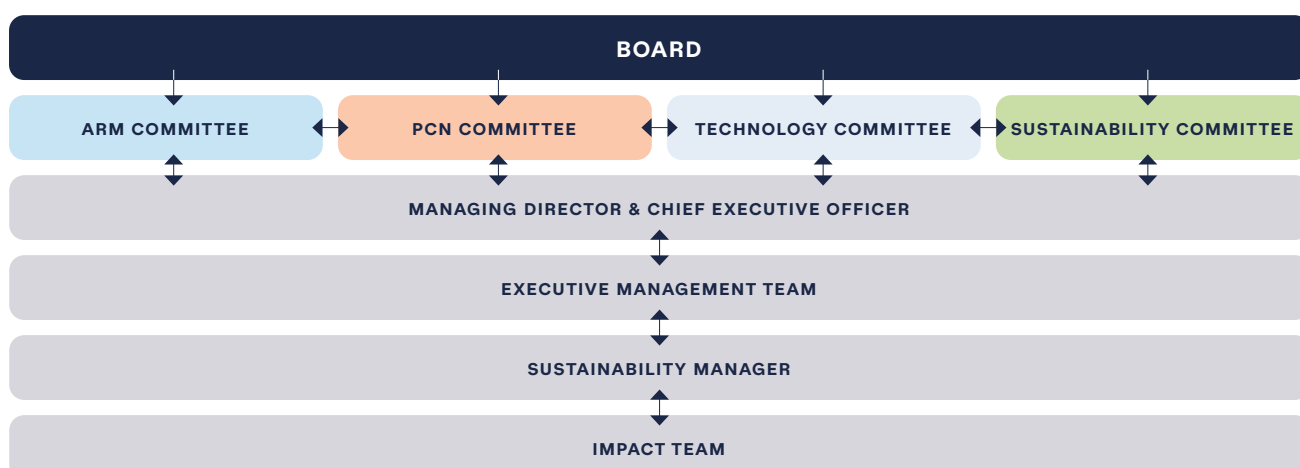
PREPARING FOR MANDATORY CLIMATE REPORTING

Calix is actively preparing for the introduction of mandatory climate-related financial disclosures under the Australian Sustainability Reporting Standards. During FY26, the Company continued to strengthen the systems, processes and controls that underpin climate reporting, with a focus on enhancing data quality, traceability and verification. This work supports future disclosure and assurance requirements while strengthening decision-useful climate-related information across the business.

RISK SUMMARY

A summary of Calix's financial and non-financial risks, including climate-change, can be found in the [FY26 Calix Limited Corporate Governance Statement](#).

Sustainability and Climate Accountability In Brief



APPENDIX

Sustainable development goals

Calix's platform technology is aligned with five of the SDGs—solving global sustainability challenges for a thriving, just and more sustainable future.

Leilac



Sustainable Processing



Magnesia



PREPARING FOR CLIMATE-RELATED FINANCIAL DISCLOSURES

Calix is working to ensure its sustainability disclosures comply with the standards outlined by the Australian Accounting Standards Board (AASB) ahead of the mandatory reporting requirements applicable to Group 3 entities commencing from 1 July 2027.

AREA DISCLOSURE

Strategy // Our sustainability ambitions

In accordance with the Australian Corporations Act 2001, Calix has completed a climate scenario analysis. Additionally, we will utilise proven methodologies to develop and set decarbonisation targets and develop a transition plan. Future Sustainability Reports will provide progress updates towards these plans.

Governance & Risk Management // Corporate Governance Statement

The Calix Limited Corporate Governance Statement provides an overview of Calix's corporate governance framework, policies, and practices, including its risk management approach.

Calix's compliance with the fourth edition of the Australian Securities Exchange (ASX) Corporate Governance Principles and Recommendations (Principles and Recommendations) and a checklist cross-referencing these Principles and Recommendations to the relevant disclosures are outlined within ASX Appendix 4G. Calix's latest ASX Appendix 4G has been lodged with the ASX and is also available in the [Investor Centre](#) on the Company's website.

Metrics & Targets // Our sustainability ambitions

In FY26 Calix continued with a sustainability-linked metric to its Employee Incentive Scheme that encompassed climate governance. Further details can be found in this year's Remuneration Report on page 31 of the [FY26 Calix Limited Annual Report](#).

EMISSIONS REPORTING

Emissions inventory (FY25):	tCO ₂ -e
Scope 1:	2,731.53
Scope 2 (location-based):	651.85
Scope 3:	19,253.75
Total emissions:	22,637.13

Operational boundary

Calix's FY25 GHG emissions inventory covers Scopes 1, 2 and 3 emissions where reliable data is available for the facilities under the operational control of Calix. These include the Company's facilities in Australia (Bacchus Marsh Technology Centre, Nerang Plant, Caloundra Plant, Myrtle Springs Mine Site and the Pymble Office), the United States (Pasco Plant, Muscatine Plant, Big Soo Plant, Centralia Plant, Lufkin Plant, Ripon Plant and the Spokane Office), and Europe (Leilac-1 Plant).

Temporal boundary

The emissions footprint included in this year's report covers FY25 (1 July 2024 – 30 June 2025).

Methodology

Scopes 1, 2 and 3 emissions were calculated utilising industry standard methodology. The global methodology is derived from the latest National Greenhouse and Energy Reporting (NGER) Scheme methodology and associated emissions factors for Scopes 1 and 2 are aligned with the GHG Protocol Corporate and Value Chain Standards for the Scope 3 methodology and emissions factors. Emission factors were derived from the National Greenhouse Accounts, DESNZ/DEFRA UK GHG Conversion Factors, EPA Emission Factors Hub, EMBER Global Electricity Review Dataset, IPCC AR5 GPW100 Values, and EXIOBASE/IELab Input-Output Database. They were calculated in conjunction with the IPCC 2021 GWP100 method. Where possible, data was sourced from primary sources to provide real, full-year data, however, in some instances, assumptions, extrapolations and exclusions were factored in due to limited access to complete data.

DISCLAIMER

This Report has been prepared by Calix Limited (ABN 36 117 372 540) ("Company").

This Report contains summary information about the Company and its subsidiaries ("Calix"), and their activities current as of 26 August 2026.

This Report contains certain "forward-looking statements". The words "expect", "future", "anticipate", "estimate", "intend", "believe", "guidance", "should", "could", "may", "will", "predict", "plan" and other similar expressions are intended to identify forward-looking statements. Forward-looking statements, opinions, and estimates provided in this presentation are based on assumptions and contingencies which are subject to change without notice.

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Securities Exchange listing

Calix Limited shares are listed on the Australian Securities Exchange (ASX).

ASX code: CXL

Share registry

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Website: boardroomlimited.com.au

**Contact us to learn more,
join, partner or contribute
in another way.**

Visit: calix.global

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