



MANAGEMENT APPROACH

Energy

NCIG has a proactive approach to energy management. The vast majority of our energy usage is directly related to the electricity required to operate our infrastructure and assets. As such, our approach is strongly focused on energy efficiency and identifying opportunities to reduce operational energy consumption at our critical points of demand. We are also committed to procuring renewable energy where feasible.

NCIG recognises the importance of maintaining a sustainable, innovative and resilient business model, and is committed to:

- setting and reviewing energy management objectives and targets
- striving for continual improvement in its energy performance
- providing the necessary information and resources to achieve our energy management objectives and targets
- meeting all legal and other legislative requirements relating to the business's energy use
- procurement and utilising energy efficient products and services, where feasible
- consider energy performance improvements in the design and modification of our facilities, equipment, systems and processes.

GOVERNANCE

The NCIG Board oversees strategic and sustainability-related decisions, including energy, and reviews sustainable operations reports from management covering performance metrics, incidents, and compliance.

RISK MANAGEMENT

The Executive Leadership Team (ELT) is responsible for strategy implementation and risk management, with the Sustainability and Assets and Infrastructure Teams managing day-to-day energy performance. Risks are reviewed annually, and Risk Control Action Plans (RCAPs) are put in place to manage materially high risks.

METRICS & TARGETS

The ELT establishes goals every three years aligned with strategy and budget cycles. Performance is tracked using relevant legislated, industry, and global sustainability metrics. For energy, we monitor our total energy consumption and total electricity consumption normalised per tonne of throughput (kWh/t).

COMMITMENT

We are committed to continually improving energy efficiency across our operations.

GOAL

To identify opportunities to reduce our energy consumption and improve our energy efficiency.



SYSTEMS AND PROGRAMS

Energy Management System

NCIG focuses on how energy is used across our site with particular emphasis on electricity efficiency. Monitoring and reporting systems are in place to support a process of identifying, analysing and implementing efficiency initiatives.

As part of the NSW Department of Planning, Industry and Environment's Business Energy Coaching Program, NCIG received an Energy Coaching Grant, which partially funded external independent consultants to help us define our energy management objectives and advise on the development of an Energy Management Strategy for our operation. The goal was to improve the way in which we systematically manage energy across site. This project was successfully completed in 2021.

Energy Management Strategy

Our Energy Management Strategy (EnMS) provides the framework for us to manage, monitor and improve the way energy is consumed at our terminal. It is aligned with the principles of ISO 50001, NCIG's Sustainability Strategy and our related goals and targets. The EnMS provides a methodology to track performance and determine continuous improvement strategies. As part of the strategy development process, we completed energy audits to identify opportunities to reduce our energy consumption.

Additionally, we have established baseline energy performance metrics and have identified a variety of energy conservation measures (ECM's) which are routinely reviewed and, where proven feasible, implemented on site to reduce energy consumption and improve efficiency. Timeframes and the expected energy savings are also identified and documented.

Power Purchase Agreement

NCIG has a Power Purchase Agreement (PPA) with Lightsource BP, a global leader in renewable energy infrastructure. The agreement secures a reliable, locally sourced renewable energy supply that will power NCIG's operations entirely from 2030 onwards, further accelerating our progress toward achieving Net Zero operational emissions by 2030.

Electricity Efficiency Leadership Team

Our inhouse Electricity Efficiency Leadership Team (EELT) provides guidance on energy savings projects and prioritisation of initiatives. The EELT comprises representatives from NCIG's assets and infrastructure, sustainability, business planning and commercial teams.

Key tasks of the team include driving a continuous improvement culture regarding the use of electricity, realising cost benefits associated with electricity savings, identifying and improving energy efficiency processes, data collection and analytics, and the identification of data-led initiatives. Meetings are held regularly with multiple initiatives investigated and implemented.

Energy Management Working Group

NCIG's Energy Management Working Group (EMWG) is a cross-functional team that was established in 2023 to drive energy efficiency projects and energy-related continuous improvement across the business. It has been pivotal in the development of NCIG's Energy Management Strategy, which includes management procedures and promotes energy efficiency practices. Meeting twice per year, the EMWG collaboratively identifies and assesses opportunities to maximise energy productivity and efficiency, and those that can reduce our emissions through improved energy practices. It has leveraged historical consumption data to establish an energy baseline to promote achievements against target performance.

Energy Efficiency Projects

As part of our energy management strategy, we continuously look at ways to maintain the standards we expect of our infrastructure and assets, while at the same time lowering our demand for electricity. Various projects have been implemented in recent years:

- **LED-lighting transition** – During the commissioning and construction of our plant in 2010, standard sodium vapour bulb light fittings were installed across the site. Since 2020, we have gradually swapped out the existing light fittings with LED fittings during routine maintenance activities on offices, stacker reclaimers, shiploading and conveyor infrastructure.
- **Conveyor system optimisation** – Our conveyor system is a significant infrastructure asset and important part of our operations. We successfully reduced conveyor run-on time from 30 minutes to 5 minutes following an employee suggestion, and an EMWG assessment that confirmed the implementation would have no impact on operations or plant reliability. Estimated energy savings are approximately 1,000,000 kWh per year.

TRAINING AND COMMUNICATION

NCIG is committed to providing its workforce visibility of onsite energy use and energy efficiency to engage our people in our energy management practices and to provide site engineers with a platform to continually understand and optimise operations with regard to energy.

REPORTING

We publicly report our energy performance in our annual Sustainability Report and in our bi-annual ESG scorecards on our website. We also report annually under the Australian Government's National Greenhouse Gas and Energy Reporting Scheme (NGERs). Our annual NGER's Report is reviewed and authorised by NCIG's Chief Executive Officer. Reports submitted under the *NGER Act* are reviewed and assessed by the Clean Energy Regulator for potential non-compliance with legislative obligations.