

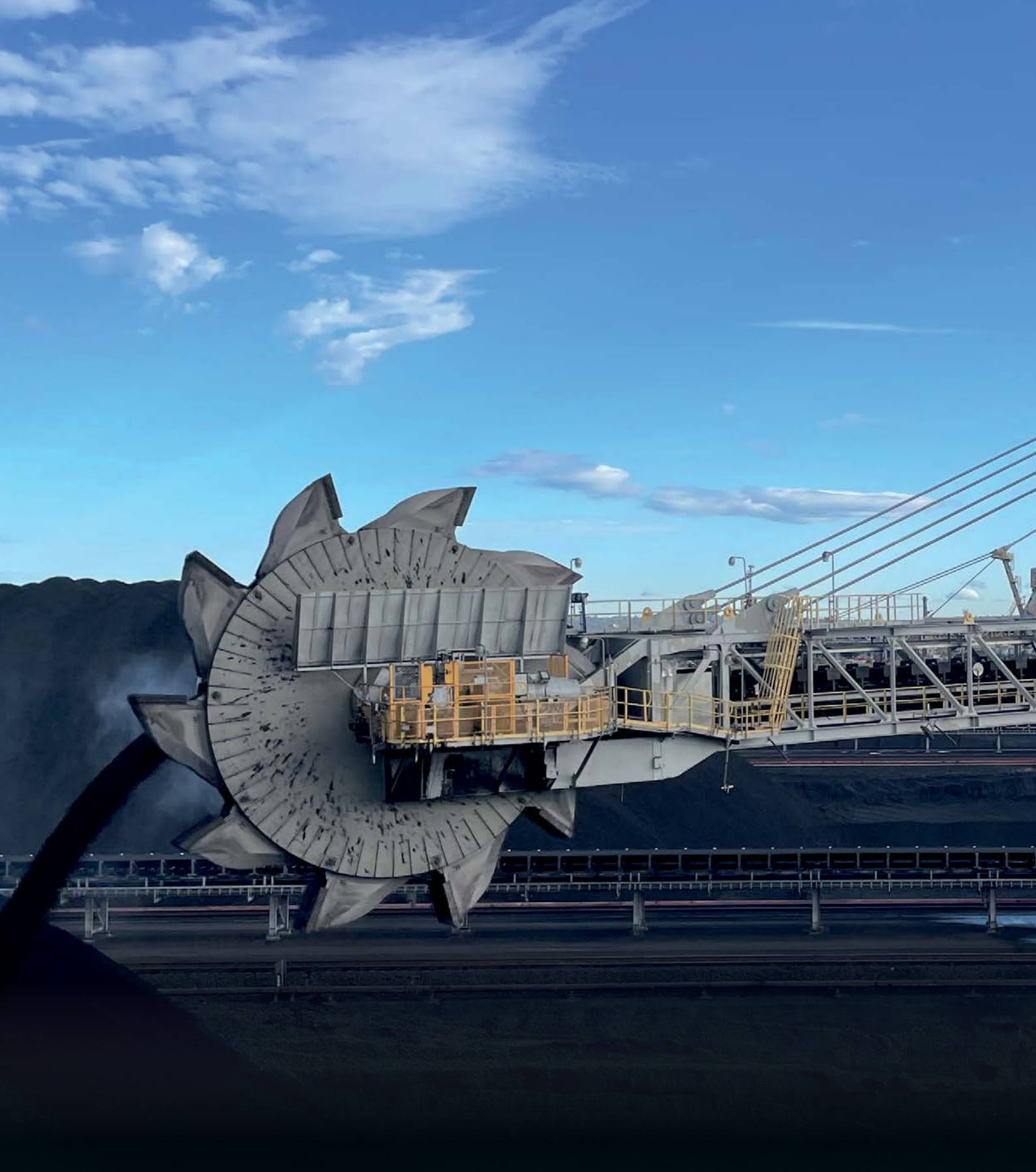


Newcastle Coal
INFRASTRUCTURE GROUP



Sustainability Report 2024

Proudly delivering *sustainable* export services for our customers



Acknowledgment of Country

NCIG acknowledges that we work on the traditional country of the Awabakal and Worimi people. We recognise and respect their cultural heritage, beliefs, and continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past, present and emerging.



About this report

The NCIG 2024 Sustainability Report describes our performance during the 12-month period from 1 July 2023 to 30 June 2024, which aligns with the Australian fiscal year. The report has been prepared with reference to relevant GRI and SASB Standards. A link to our GRI and SASB Indices can be found on page 64. Data reported has been internally validated, and Scope 1 and 2 emissions data has been third-party assured. The UN Sustainable Development Goals have also been referenced on pages 7, 23, 35 and 45. Consolidated financial statements are reported directly to shareholders, investors and regulators, and are not included in this report.

Find out more

For more information about NCIG's approach to optimising sustainable operations, policies and reporting, please visit our website www.ncig.com.au. We also welcome feedback on our reporting and public information. Simply email us at enquiries@ncig.com.au.

Procurement data has been restated in this second edition of this report due to an error made in initial reporting.

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Message from our Chair & CEO

We are pleased to present the NCIG 2024 Sustainability Report, which highlights our efforts to achieve exceptional results for our customers and showcases our dedication to operating sustainably.

Our FY24 results reflect our business resilience, innovation and robust risk management culture. With world-class infrastructure and efficient processes, we have consistently provided an outstanding service that meets the needs of our customers.

NCIG is a key player in the Hunter Valley's coal chain, this year loading 49.0 Mtpa for export. We continue to provide a safe, high-quality service at the lowest possible long-term cost to our customers. Our throughput increased by almost 10% compared to last year, achieving an above target vessel loading rate with an average vessel turnaround time of 3.9 days. In December 2023, we proudly loaded MV Reimei, a new and large LNG-fueled coal carrier operated by Mitsui OSK Lines Ltd.

Customer focus

Our commitment to delivering an excellent customer experience reached several significant milestones this year. We enhanced our Logistics Management System, improving efficiency and communication. Additionally, we organised 33 customer site tours, allowing customers to gain valuable insights into our operations and share their priorities with us.

Dedicated team

Our success is built on the dedication of our people and our teamwork. We maintain a culture committed to safety, health and well-being, continuous professional development and inclusivity.

Employee engagement is a key focus area, and we achieved a response rate of 91% in our employee engagement survey. We welcomed seven new employees from our local area, reflecting our commitment to community connection and regional prosperity. While we fell short of our 90% target for female shortlisting activities, with 83% shortlisted, we remain committed to our strategic ambition to enhance the participation of women in our workforce.

Safe and healthy workplace

We maintained a strong safety record with no lost time injuries and successfully achieved a Total Recordable Injury Frequency Rate (TRIFR) of 2.66, well below our target of 5.0. This reflects our excellent safety culture. Additionally, 94% of our employees voluntarily participated in our biennial health assessments. As part of our Mental Health and Wellbeing Strategy, we introduced one-on-one sessions with a psychologist as part of the assessments, and 86% of our leaders also participated in Mental Health Response Training.

Environmental stewardship

Through the purchase and surrender of Large-scale Generation Certificates (LGCs), we procured 30% renewable energy of our FY24 electricity usage and contributed to a nearly 23% net emissions reduction compared to last year. In a giant step forward, we executed a long-term renewable energy contract through a Power Purchase Agreement (PPA), aiming to power NCIG entirely with renewable electricity from 2030. The PPA supports the development of a solar farm in the Upper Hunter region, which will also provide renewable energy to the market more widely.

Other noteworthy environmental achievements in FY24 were using 212 ML of recycled water, benefiting the local town water supply network to an equivalent amount. We continued to develop our Biodiversity Strategy, focusing on compliance, biodiversity enhancement and stakeholder collaboration. Biodiversity activities this year included targeted endangered species monitoring and vegetation management, protecting our compensatory habitats.

Supporting our community

We are committed to contributing to local prosperity and sustainability. This year we provided more than \$392,000 to 63 local community groups, and nearly 73% of our total expenditure was spent with local suppliers and businesses.

Maintaining assets and business systems

Our terminal's ability to meet customer demand relies on high levels of availability and reliability of our assets, and our long-term asset management strategies are therefore crucial to our operations. This year we undertook regular asset integrity inspections and condition monitoring programs, preventative repairs and maintenance programs, and large discrete asset management projects.

We also implemented several IT and technology system improvements and were successfully audited by inspectors from the Cyber and Infrastructure Security Centre (CISC), Australia's national security regulator.

Additionally, we achieved recertification of our ISO 14001 Environmental Management System and our ISO 45001 Workplace Health and Safety System.

Regulatory landscape

We are gaining deeper insights into the potential impact of climate-related risks and opportunities through the consideration of the draft Australian Sustainability Reporting Standards (ASRS) released by the Australian Accounting Standards Board. These standards provide a framework to define climate risks and their financial materiality. NCIG is working towards understanding these requirements to ensure we meet our regulatory reporting obligations.

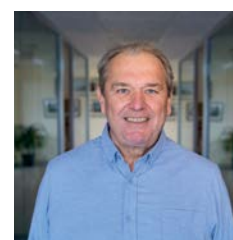
Awards and recognition

NCIG received two external awards during the reporting period: Hunter Water's Love Water Award for our Recycled Water initiative, and the Newcastle Business Club's Organisation of the Year Award for our sustainability initiatives and community investment program. Several employees were also finalists or winners of personal recognition awards.

Outlook for 2025

Coal remains a critical component of Asia's energy mix, and this was the primary destination of the coal we handled in FY24, with China, Japan, South Korea, and Taiwan receiving the majority. Looking ahead, Asia is likely to remain the primary destination for our customers' coal, with seaborne thermal coal demand in the region expected to continue. In the coming years, Australia is expected to increase its market share of global exports of high-quality thermal coal, such as that of our customers, presenting NCIG the opportunity to solidify our reputation for reliability, efficiency and innovation.

We would like to thank our customers, investors and shareholders for their commitment. We also thank the other participants in the Hunter Valley Coal Chain, and the dedicated teams at the Hunter Valley Coal Chain Coordinator, Port Authority of NSW and Port of Newcastle, whose partnership is instrumental to NCIG achieving consistently high performance. Most importantly, we thank our people, whose hard work and dedication ensures we remain our customers' terminal of choice, without whom our success would not be possible.



Phil Garling

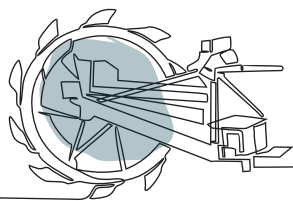
Phil Garling AM
Chair



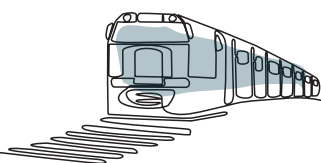
Aaron Johansen

Aaron Johansen
Chief Executive Officer
October 2024

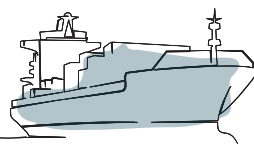
FY24 Highlights & Achievements



49.0 Mt
COAL LOADED



5,979
TRAINS UNLOADED



545
SHIPS LOADED



2 Awards
ESG EXCELLENCE



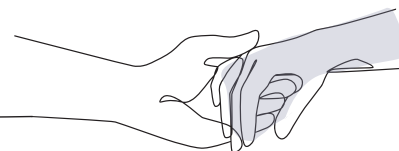
6
APPRENTICES
HOSTED



\$392,000
INVESTED IN
COMMUNITY
INITIATIVES



96/100
GRESB BENCHMARK
ASSESSMENT
SCORE



75%
LOCAL ECONOMIC
SPEND



63
LOCAL COMMUNITY
GROUPS
SUPPORTED



1,800
DAYS WITHOUT A
LOST TIME INJURY



30%
REDUCTION IN NET
EMISSIONS VIA
SOLAR LGCS



88%
CUSTOMER
SATISFACTION
SCORE

FY24 Performance against annual targets



FOCUS AREA

METRIC

FY24 TARGET

FY24 ACTUAL

FY24 PERFORMANCE

PEOPLE & CULTURE

Safety	Total Recordable Injury Frequency Rate (TRIFR)	<5.0	2.66	✓
Health & Wellbeing	% employees with mental health training	80%	86%	✓
Diversity & Inclusion	% recruitment activities with shortlist involving female candidates	90%	83%	✗
Training & Development	% employees receive training and development to increase skill base above role requirements per year	40%	57%	✓



PLANT & ENVIRONMENT

Waste	% of total waste generated on site being recycled	70%	74%	✓
Biodiversity	Hectares of land managed	102Ha	102Ha	✓
Biodiversity	\$250,000 committed per year towards biodiversity conservation initiatives	\$250,000	\$264,000	✓
Water	Reduction in potable water use	50%	80%*	✓
Emissions	Reduction in operational emissions (Scopes 1 and 2)	30%	30%	✓



*Reduction in potable water use per year compared to FY15-20 baseline.



COMMUNITY AND STAKEHOLDERS

Community Support	Number of employees actively participating in community events per year	25	60	✓
Community Support	Number of STEM related initiatives supported per year	5	6	✓
Community Support	Number of community groups supported per year	30	63	✓
Community Support	Spend on community initiatives per year	\$360,000	\$392,000	✓
Procurement	Proportion of total expenditure spent locally	70%	75%*	✓



* Excludes lease expenditure, major utilities, taxes, licenses, fees, interest and other government charges.

OUR BUSINESS

We are *committed*
to providing
premium logistical
export services

Who we are

Newcastle Coal Infrastructure Group (NCIG) is a premier coal export terminal in the Port of Newcastle, Australia. We are an integral part of the Australian coal export industry and generate strong local and national economic benefits. With facilities that include rail, coal storage, ship loading and associated infrastructure, we provide critical transport and logistics services for our customers.

OWNERSHIP

Newcastle Coal Infrastructure Group Pty Ltd, is a wholly owned subsidiary of NCIG Holdings Pty Ltd, a privately held corporation, owned by shareholders who are also our major customers. All shareholders are affiliates of customers/shippers with long-term capacity contracts for the majority of our terminal's capacity. The parent companies of NCIG's shareholders are BHP, Yancoal Australia, Whitehaven Coal, Peabody Energy Corporation, and Banpu Public Company Ltd.

WHAT WE DO

We provide critical logistical export services for our customers, connecting their coal to energy and manufacturing markets around the world. Our core business is to collaboratively work with our customers to safely transport their coal from rail to ship. Our terminal receives an average of 20 trains per day and has an allocated working capacity to store up to 4.5 million tonnes of coal. We load ships that are up to 300 metres long and that can carry up to 165,000 tonnes. We also facilitate inbound and outbound sampling of the coal stream to provide assurance to our customers that their product is handled according to their quality specifications.

OUR LOCATION

NCIG operates Newcastle's third and newest coal export terminal located on the South Arm of the Hunter River in the Port of Newcastle. Our terminal is situated in the industrial precinct of Kooragang Island and is directly adjacent to the Hunter Wetlands National Park, which includes listed wetlands of international significance.

HOW WE WORK

Our customers' product follows a journey that includes our inbound (train unloading), stockyard (coal stockpiling) and outbound (ship loading) coal handling services. Delivering a quality service is an essential aspect of our operations and our innovative and continuous improvement mindset helps us provide a leading-edge service. Our world-class coal terminal employs the latest technology, provides high reliability for our customers, and we are always looking for ways in which we can improve our business and service delivery. Our approach includes encouraging our people to use their skills, knowledge and experience to enhance our business performance, and we foster a workplace that positively encourages efficiency, safety, risk management and sustainability.

OUR VALUE CHAIN

Our customers mine and sell coal, and their product follows a journey that includes NCIG's stockpiling and ship loading services. Our quest for operational excellence focuses on optimising throughput and vessel loading rates to ensure our customers can achieve their best possible outcome. Our terminal runs 24/7 and deploys highly sophisticated technology to ensure we manage any interconnected variables and prevent and resolve unanticipated bottlenecks.

OUR VISION & PURPOSE




With a proud history of providing premier export services to customers, our vision is to be the world's benchmark export terminal. This ambitious objective empowers us to deliver continuous improvement and best-in-class service for our customers.






OUR INFRASTRUCTURE

NCIG has modern, highly automated infrastructure that can operate effectively with a lean workforce due to our robust operating and asset management practices. Our plant, infrastructure and operational performance is strong and consistent.

INBOUND

-  **6km** RAIL LOOP
-  **2** AUTOMATED DUMP STATIONS
-  **2** SAMPLE STATIONS

STOCKYARD

-  **4** AUTOMATED STACKER RECLAIMERS
-  **5** PADS OF STOCKPILES
-  **4.5Mt** ALLOCATED STOCKYARD CAPACITY

OUTBOUND

-  **2** SAMPLE STATIONS
-  **2** SHIPLOADERS
-  **3** SHIPPING BERTHS

ABOUT THE COAL WE HANDLE

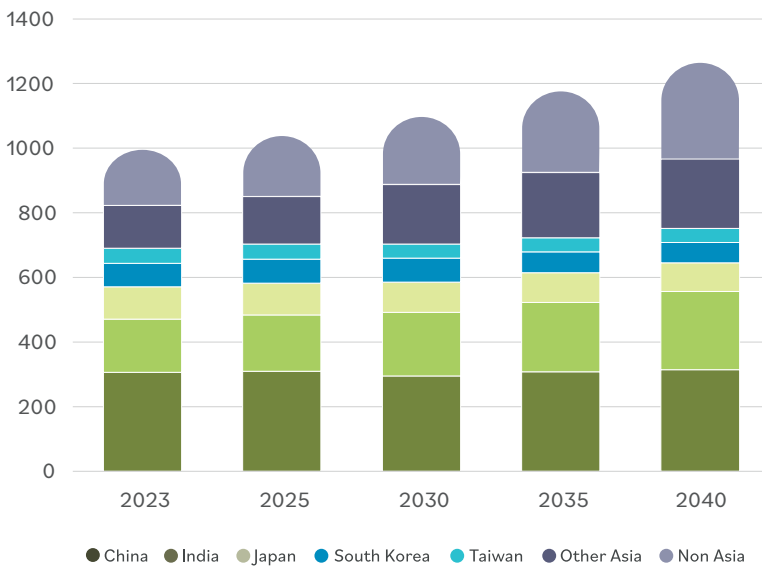
NCIG connects our customers' coal from the Hunter Region and broader NSW to international energy generators and steel producers. Hunter Valley thermal coal is a highly reliable source of energy for many nations and compares favourably to most other coal producing countries. The high quality thermal coal from the Hunter Valley is used in high-energy low-emissions (HELE) plants across Asia.

SEABORNE THERMAL COAL OUTLOOK

The primary destination of the coal NCIG handles is Asia, where coal remains a critical component of the energy mix. The coal-fired plants being retired are typically of older technology and the new plants coming online are typically high energy low emission (HELE) technology, in other words, they have higher calorific value (CV). With these more efficient coal-fired plants designed to run high-energy coal and the growing emphasis on lower air

pollutants and carbon emissions, the high energy, low impurity thermal coal from NCIG's customers' source mines is expected to have a competitive advantage in seaborne trade. We expect demand for seaborne thermal coal to increase from 2024 to 2040, with growth being led by India, Southeast Asia (SEA) and China, which rely heavily on thermal coal for power generation. This outlook is supported by Commodity Insights' Seaborne Thermal Coal Long-term Outlook 3.

Global seaborne thermal coal import demand forecast¹



Source: Commodity Insights¹

¹ Commodity Insights' Base Case Forecast 2024. The information and data contained or displayed in this graph is for information purposes only. We, and Commodity Insights, do not make any warranties or representations in relation to the completeness, accuracy, reliability or fitness for any purpose of the information or data in this graph and, to the extent permitted by applicable law, do not accept any responsibility or liability in relation to any use of or reliance on this information or data. Use of or reliance on this information or data is solely at your own risk.

Sustainable Operations Strategy

NCIG is committed to proactively embedding sustainability at the core of its business. We take a whole-of-business approach to optimising sustainable operations, and our continuous improvement mindset empowers our people, encourages collaboration and promotes innovative thinking. In this way, we are able to service the needs of our customers, safeguard the interests of our stakeholders and the environment, and ensure our business resilience.

OUR SUSTAINABILITY STRATEGY

Optimising sustainable operations is integral to NCIG's long-term operational and financial success. Our Sustainability Strategy Framework highlights what matters the most to our business and stakeholders in our pursuit of helping our customers meet their business objectives. Together with our Sustainability Policy and Sustainable Operations Management Plan, our Sustainability Strategy provides the foundation for how we deliver efficient, innovative, and reliable service to our customers. The governance and delivery of these commitments and objectives are integrated into our overall business strategy and processes, as we believe that our Sustainability Strategy and Business Strategy are complementary and mutually reinforcing. We also proactively and strategically manage the impacts related to our key performance areas, aiming to minimise our footprint and create positive impact where possible. Our systems and processes help us to assess our risks and to operate responsibly and efficiently.

Customers

We work collaboratively with our customers to help them achieve their best possible outcomes.

Governance

Our robust systems and processes support the delivery of our commitments and objectives.

People & Culture

We cultivate a safe, healthy, inclusive and innovative working environment for our people.

Plant & Environment

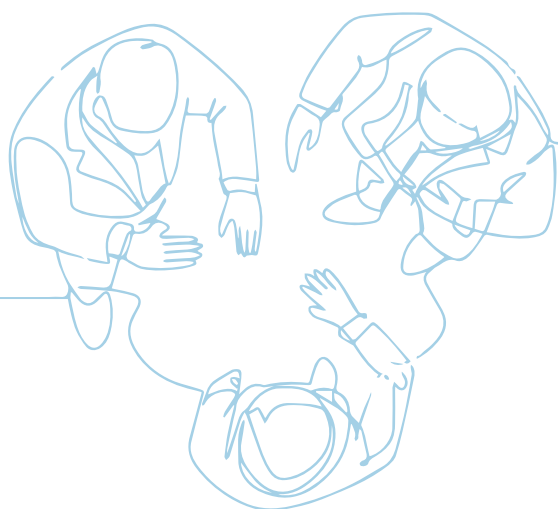
We ensure the resilience of our operations while minimising our impacts on the environment.

Community & Stakeholders

We collaborate with communities, industry partners and government to achieve positive social and economic outcomes.

OUR TARGETS

In 2021 NCIG's Board approved three-year targets for all key sustainability focus areas aligned with our Sustainability Strategy. Some of the targets also contribute to the achievement of several United Nations Sustainable Development Goals (SDGs). A pathway for achieving our FY24 targets was developed to ensure that we actively monitor and manage performance. For some focus areas, this led to the establishment of interim targets, providing specific progressive improvement in performance to assist in the achievement of our commitments and goals. See progress against targets on page 7.



Our Customers

As a service-based business, we exist to add value to the needs of our customers' businesses.



ABOUT OUR CUSTOMERS

Our customers operate mines, many of which are in the Hunter Valley, but also extend to Lake Macquarie, the Western Coalfields and Gunnedah Basin. Each customer produces coal to fulfill contracts with their international customers. We recognise that our customers are each unique, and that their needs, which are primarily reliability, efficiency, communications, flexibility and quality, may evolve over time. We participate actively in the coal chain to the benefit of our terminal users and strive to obtain the best possible outcome for each individual customer while also balancing the interests of the collective customer group and coal chain.

CUSTOMER EXPORT DESTINATIONS

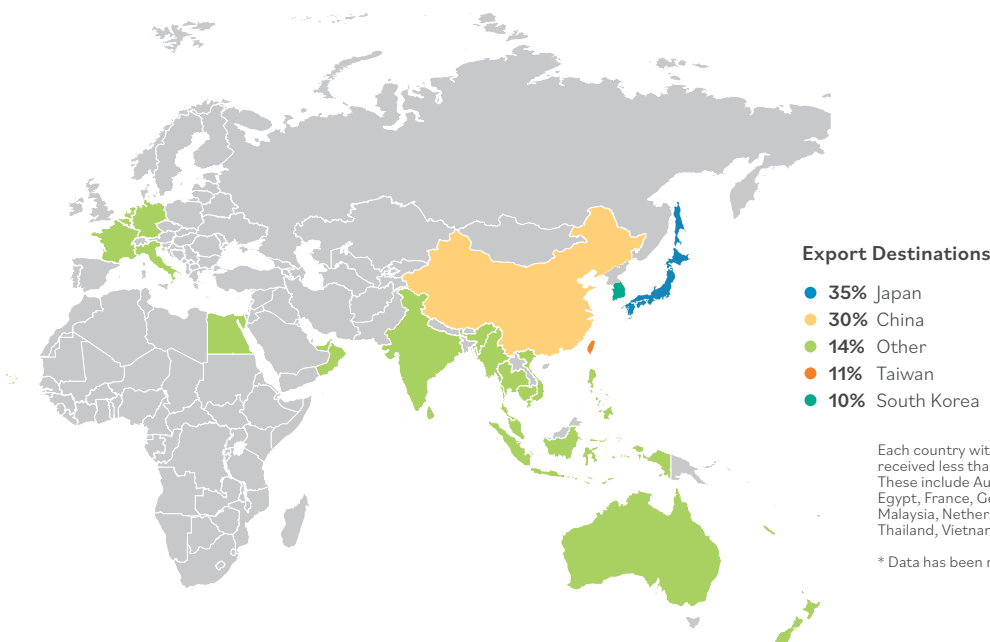
The end-buyers of our customers' coal coordinate shipping logistics and the ultimate destination. This year, NCIG's customers shipped coal to 22 ultimate destinations around the world. Asia dominated as an export location with Japan, China, Taiwan and South Korea receiving most of the coal exported from our terminal.

CUSTOMER ASSURANCE

NCIG works hard to deliver a positive customer experience, and during FY24 there were a number of customer-focused improvement projects and initiatives, including:

- **Microsoft Teams (MS) federation** - customers were connected through NCIG MS Teams, allowing for efficient communication and ability to reach a wider audience through a single system.

- **Logistics Management System (LMS) improvements** - the integration of our finance management system, the direct integration of toll charge invoicing into the customer portal; and a customer communication module. These improvements are delivering time and effort efficiency for both customers and our internal resources.
- **Quality Observations** - the business took the HSEC interaction model and broadened it's application to create Quality Observations. Designed to increase the quality of our product stewardship and customer service, these interactions encourage team members to proactively inspect operations, product and service quality on a regular basis. In FY24 294 Quality Observations were completed.



CUSTOMER ENGAGEMENT

Engaging with our customers to understand their needs enables us to deliver a fit for purpose and quality service. Through engagement with our customers, we are able to receive feedback on essential aspects of our operations and identify opportunities for improvement.

Customer Satisfaction Survey

In February 2024, we conducted our third annual Customer Satisfaction Survey. Overall, there was an improved performance on all key metrics. Feedback this year resulted in an Overall Satisfaction Score of 88, up from 87 last year, and an Overall Performance Score of 88 up from 86. This year's independent survey was again conducted by The Market Intelligence Co. (TMIC) and involved an invitation to 35 customer representatives to participate in a 10-minute average telephone interview. Pleasingly 32 (91%) of our customers participated, and the results demonstrate that 93% feel they are a valued customer.

They also shared insight on what they consider our strengths to be, namely that:

- we have a strong safety focus (94%)
- they trust in NCIG to meet their needs/reliability of service (91%)
- we are progressive and innovative (89%)

Another pleasing outcome from the survey was our improved Net Promoter Score of +78, which is up from +63 in FY23 and +46 in FY22.

Respondents also rated their satisfaction with the level of contact and communication with NCIG with 25% stating they are satisfied and 75% extremely satisfied. In addition to the positive feedback received, we also noted opportunities for improvement including integration of additional data into our Logistics Management System, tailored customer solutions and broader industry engagement.

Site tours

Site tours enable us to connect with our customers and their customers. This year we conducted 33 customer site tours, showcasing our operations and processes and enabling our customers to gain a deeper understanding of our terminal. The tours also provide us with an opportunity to learn more about what matters most to our customers and the end users of the coal we handle.

Shipper meetings

Regular meetings are held with all customers/shippers quarterly. Individual customer meetings are also held each quarter and are tailored to enable a deep dive on topical matters and production forecasts. These meetings form a valuable part of how we work with our customers. The depth of sharing and collaboration is a testament to the level of trust and strength of the relationship that has been built. Both the individual and group forums provide us with a regular opportunity to consult on a wide range of topics, and positive feedback has been received about the way in which we openly share all relevant process incidents, including the root cause and approved recommendations.



Site tours & visits

We actively engage with our customers beyond the operational day-to-day by hosting site visits, which typically take around two hours and include a presentation and site bus tour.

In January, we welcomed interns from BHP graduate program, "BHP Resourcing Your Future". As part of their on-the-job skills component, they learned firsthand about our operations, thereby building their industry knowledge and technical skills. They also had the opportunity to network with our team and other interns and graduates.

We also take time out to visit our customers' operations. In February, the NCIG Executive Leadership Team visited four of Whitehaven Coal's mine sites at Werris Creek, Narrabri, Maules Creek, and Cunnedah, and learned about operational aspects at those sites. The following month, NCIG employees also joined 1,300 other visitors when they attended Yancoal's Moolarben Family Day in Ulan, mid-west New South Wales. At the event we also provided attendees with information about our operations and terminal services, conducted a vessel deballast demonstration and discussed our approach to sustainability.

Governance

NCIG's approach to operating sustainably is integrated into our governance, business strategy, management systems and procedures, and our risk management approach and processes. Our Board of Directors oversees our economic, social, environmental and cultural strategy and performance, and our people support the delivery of our commitments and objectives.



GOVERNANCE STRUCTURE

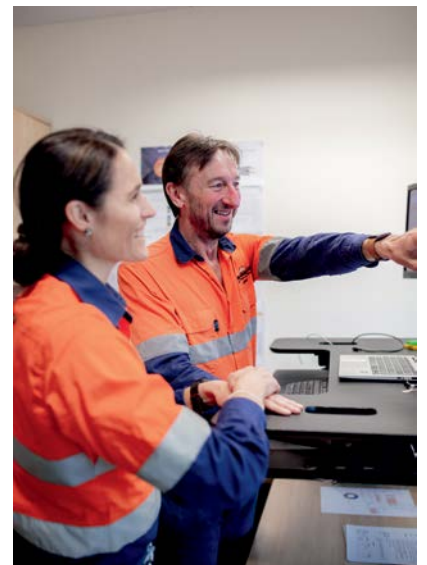
Our Board of Directors comprises representatives from each of our shareholder companies and an independent Chair. The Board operates in accordance with our Governance Charter and consults on and ratifies decisions of the business related to strategy (including Sustainability Strategy), risk management approach, policy and values. Strategically we follow a rigorous annual budget and business planning process, and our performance is overseen by the Board.

The Board's Audit and Risk Committee ensures that our business processes adequately manage risks and opportunities as they relate to environmental, economic and social issues, including those related to climate. The Remuneration Committee assists the Board in fulfilling its responsibilities for establishing remuneration policies and procedures of the NCIG Group. The executive level of our business is accountable for implementing the strategic initiatives across the business via collaboration between Business Planning, Operational Capability, Assets and Infrastructure, Commercial, Sustainability, Customer Assurance, and People & Culture teams. In alignment with our Integrated Business Strategy, performance against targets is monitored and reported monthly to the Board of Directors.

BUSINESS ETHICS

NCIG maintains high ethical standards and integrity in all its business dealings and operates in compliance with the law. There are several key policies that underpin how we work and the expectations we have, they are our:

- **Code of Conduct Policy** - outlines expected and unacceptable behaviours. Topics include conflicts of interest, health and safety, equal opportunity, anti-discrimination, bullying and harassment, gifts and entertainment, and confidential information. It applies to all employees, directors and all others who work for, act on behalf of or represent NCIG, including contractors, agents and consultants.
- **Anti-Corruption Policy** - outlines the rules of engagement with business partners, government officials and any other business or individual. It supplements our Code of Conduct, and describes the policy's administration, our internal control systems and approach to training. Breaches or suspicious activities are required to be reported to nominated internal authorities.
- **Whistleblower Policy** - supports our company values and aligns with our Code of Conduct Policy. All personnel on the NCIG site can report instances of Improper Conduct without fear of intimidation or reprisal. NCIG's enquiries line is also available 24/7 for our external stakeholders.
- **Sustainability Policy & Modern Slavery Policy** - ensures that we operate in a sustainable manner, minimising impacts on stakeholders and the environment, and that we are in line with contemporary obligations and expectations.
- **Privacy Policy** - describes our processes for the collection, use, disclosure and protection of personal information and workplace surveillance monitoring. Our procedures are based on the Australian Privacy Principles of the Privacy Act 1988 (Cth), and the Workplace Surveillance Act 2005 (NSW).



LICENSING & COMPLIANCE

NCIG is subject to significant environmental regulation in respect of its operation and land development, governed by both State and Federal authorities.

Construction and operational approvals

The primary environmental approval for the NCIG terminal construction and operational aspects was gained under the requirements of the New South Wales Government *Environmental Planning and Assessment Act 1979* (EP&A Act). An additional environmental approval was also obtained under the Australian Government *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). In addition to these approvals, NCIG is required to provide secondary documentation that outlines our environmental obligations. These include Environmental Management Plans and permits.

Environmental Protection Licence (EPL)

Our Environmental Protection Licence (EPL 12693) was obtained, as required by the *Protection of the Environment Operations Act 1997*, to facilitate construction and operational activities.

Reporting

A number of processes are routinely undertaken to demonstrate ongoing compliance with applicable legislation and regulatory requirements:

- **Environmental Protection Licence (EPL) annual return** - a process that involves an annual compliance review against NCIG's EPL and submission of an annual compliance statement to the EPA over the 12-month period against the conditions of the licence.
- **Compliance Tracking Program** - an annual process that outlines performance against the conditions of the NCIG Project Approval. The report identified that NCIG maintains a high level of compliance across its operation.
- **Independent environmental audit** - an independent audit that is conducted every three years; the next one is scheduled for FY25.
- **Incident and non-compliance reporting** - material incidents and non-compliances are also required to be reported to regulators. During FY24, there were no material incidents or non-compliances reported.



Hayden Whiteside,
Senior Mechanical Engineer



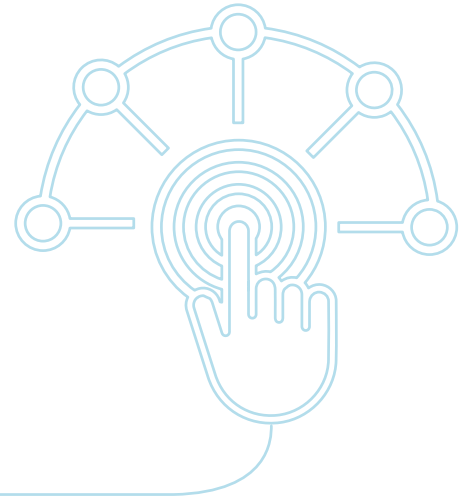
EPA site tour

Following a request from the Newcastle/Hunter division of the Environmental Protection Authority (EPA), NCIG agreed to host a site tour of the terminal in May 2024.

The inspection included officers from the EPA's Wollongong office who were interested in understanding the dust management controls currently employed at NCIG.

Feedback from the tour was positive with the EPA appreciative of the opportunity and for NCIG taking the time to show its officers around the terminal.

Risk Management



NCIG's approach to risk management is guided by the Board of Directors' Risk Appetite Statement, which informs management of the Board's expectations on what level of residual risk is acceptable across various consequence areas. We apply a precautionary principle, taking preventative action while employing the latest technology to provide a highly reliable and efficient service for our customers.

Our Risk Management Framework and associated risk management procedures are used to manage strategic and operational risks at a corporate level, including critical controls and control improvement action plans. Key risks we manage include worker safety, legal and regulatory compliance, environmental protection, asset protection, and reliability, site security, cyber security and data protection, and climate related risks, including severe weather events.

MANAGEMENT PROCESSES

Our risk management processes help us systematically identify and assess the impact of foreseeable risks and emergencies, including those relevant risks related to our operations, customers and supply chain.

Our risk management processes include our:

- **Corporate Risk Assessment** – a review process that includes external stakeholder interviews, and an externally facilitated annual assessment workshop that identifies material business risks and mitigation strategies. This was presented to the Board Audit and Risk Committee for ongoing tolerance of material risk, together with consideration of associated Risk Control Action Plans.
- **Broad-Brush Risk Assessment (BBRA)** – facilitated by external consultants every three years and includes risk identification, descriptions, analysis, ratings and treatment plans. The most recent BBRA concluded in February 2022, and approved actions were identified and incorporated.
- **Corporate Risk Register** – prioritises our risks based on their risk profile and level of severity as identified during the enterprise-wide business risk assessment and is regularly reported to the Board.
- **Climate Risk Assessment** – undertaken with support from external consultants, we model transition and physical scenario analysis based on three distinct and plausible climate scenarios. The findings provide deeper context to our risk environment and have led to the development of several new control responses.
- **Risk control action plans** – address key business risks, which are reported to the NCIG Audit and Risk Committee.
- **Project Approval Management Plans** – developed as part of our licence approval process, they describe our risk assessment procedures by topic and include risk management activities.
- **Procedural and Management Plan Audits** – there were nine HSEC Procedural Audits in FY24, with just one corrective action identified.
- **Risk Assessment Training Module** – a new risk assessment module was developed and seamlessly integrated into our internal training processes for ongoing use as of March 2023.

SITE SECURITY

The NCIG terminal facility is regulated by Australian maritime security legislation, including through the *Maritime Transport and Offshore Facilities Security Act 2003* (MTOFSA). As part of meeting the obligations of MTOFSA, we identify our risks and vulnerabilities and have procedures and processes in place to mitigate these risks and vulnerabilities. Our terminal is a secure site and is only open to authorised workers and visitors. We work with government authorities and security personnel to deter unauthorised access. Our site security is delivered by a specialised service provider whose Quality Management System is ISO 9001:2015 certified. A Maritime Security Plan is in place which details mitigation measures specifically designed to limit security risk to international vessels berthed at NCIG wharves. This Plan relates to security infrastructure and the qualification and training of security personnel.

During FY24, two environmental protest events caused disruption to the NCIG supply chain. In November 2023, shipping movements were restricted in the Port of Newcastle for approximately 30 hours as protestors occupied the shipping channel. In June 2024, anti-coal protestors disrupted the rail network for an extended period by halting trains and occupying infrastructure and/or rolling stock. The way NCIG manages its operations, together with related procedures and practices, meant that these events only resulted in minor disruption to our operations.

Policies & Management Systems

Our policies reflect our integrity and values, and aim to foster a culture of teamwork, excellence, and innovation. Management approach documents for all focus areas include information related to context, commitments, goals and targets, systems and programs (including risk management and procedures), leadership responsibilities, communication and training, and any awards we have received.



Overview of NCIG's management approach

PEOPLE & CULTURE

ISO 45001 certified Workplace Health and Safety System

Code of Conduct and Anti-Corruption Policy

Whistleblower Policy

Safety Culture Score

Equity, Diversity & Inclusion Policy

Enterprise Agreement

Bespoke hazard, incident and actions management system

Behavioural safety program focusing on Safety Citizenship

Health and wellbeing program that involves optional health assessments and targets physical and mental health initiatives

Mental Health Strategy

Training partnerships for graduates and apprentices

PLANT & ENVIRONMENT

Overarching Sustainable Operations Management Plan

ISO 14001 certified Environmental Management System

Waste management strategy that prioritises best end-of-life use and monitoring of 20 waste streams

Energy and Emissions Management System aligned with ISO 50001

Scenario Analysis and climate change risk assessment

Formal partnerships with two universities for biodiversity monitoring and enhancement initiatives

Operational Net Zero 2030 objective and Net Zero Transition Plan

COMMUNITY & STAKEHOLDERS

Stakeholder Engagement Framework

Community Partnership and Support programs

Employee volunteering and fundraising

Community Engagement Group

Local procurement targets

Sustainable procurement processes

24/7 enquiries line

OPERATIONAL PERFORMANCE

Customer Assurance

Customer Satisfaction Survey and Net Promoter Score

Terminal Handbook outlines general environmental requirements for users of our site

NIST Cyber Security Framework and 15 related policies that align with the NIST international best practice standard

Asset Management approach based on ISO 55000

Modern Slavery Policy and annual statement



Climate Adaptation & Resilience

Climate reporting plays a crucial role in assessing and addressing our climate-related risks and opportunities. The information below responds to the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and provides information in line with requirements of the anticipated Australian Sustainability Reporting Standards.

UNDERSTANDING THE IMPACTS

The management of climate-related risks and opportunities remains a focus for NCIG, and we continue to mature our understanding of how climate change impacts our business now and in the future. We do this via a focused climate risk assessment, including scenario analysis, which was last conducted in FY22. This includes modelling transition and physical scenario analysis. Our transition risk scenarios are based on the Network for Greening the Financial System scenarios; Net Zero 2050 and Nationally Determined Contributions (NDCs). Physical risk scenarios are based on three climate scenarios – capturing low, moderate and high emission futures.

Deeper insight into the potential impact of climate-related risk is being acquired through consideration of the draft Australian Sustainability Reporting Standards (ASRS), released by the Australian Accounting Standards Board. These provide a detailed framework to appropriately

define climate risks and their financial materiality to market stakeholders. NCIG will continue to work toward gaining a greater understanding of the requirements of these standards to ensure we meet all regulatory reporting requirements and timeframes.

CLIMATED-RELATED GOVERNANCE

Our climate change position, which is publicly available, recognises the importance of the issue and how NCIG responds to it. Both our Board of Directors and Executive Leadership play critical roles in governing and managing our response to climate change and the action we take.

Board of Directors

Our Board of Directors is responsible for overseeing business processes and responses to managing risks and opportunities. It consults on and monitors business decisions in relation to strategic directions, risk management, policy and procedures. Furthermore, our Board Governance Charter reflects governance around climate-related risks and opportunities. The Board of Directors meets quarterly, and during this meeting, our executive leaders present a Sustainable Operations Report. This includes updates on performance against sustainability targets, developments, and key achievements for each of our three strategic sustainability pillars as well as governance updates. This enables the Board to monitor and oversee progress against our commitments, goals and targets.

Leadership

NCIG's Corporate Governance Charter describes specific duties of the CEO and management, which includes developing, implementing, monitoring and effectively managing our risks and opportunities.

Our Executive Leadership Team is accountable for collaboratively implementing the strategic direction across the business. Overall responsibility of climate risk and reporting has been assigned to the Chief Financial Officer and Manager Business Planning, however, more specific responsibilities for climate-related risks and opportunities are assigned based on the relevance of a topic to a specific role.

Regulatory compliance & reporting

We disclose our Scope 1 and Scope 2 emissions in the annual reports we provide to the Australian Government's Clean Energy Regulator. Our annual Scope 1 and Scope 2 data submitted is reasonably assured by an accredited auditor. To stay abreast of an evolving landscape, we also obtain legal advice quarterly regarding emerging regulatory changes, including those regarding climate.



CLIMATE-RELATED STRATEGY

Through our Sustainability Strategy, climate change is considered within our annual budget and business planning. This follows the same process as that of our other key business-wide strategic imperatives. Our Sustainability Strategy is reviewed annually by our Executive Leadership Team, led by the Manager Sustainability. Material changes to the strategic framework, metrics and/or strategic action plan are presented to the NCIG Board for approval.

CLIMATE-RELATED RISK MANAGEMENT

Identifying & assessing climate risks

Our process for identifying and assessing climate-related risks is incorporated into our annual corporate risk review. Risk control actions that are identified during this process are incorporated into our annual business planning processes. Our corporate strategy addresses climate-related transition risks, physical risks and social risks. Our Corporate Risk Register integrates climate-related risks as a causal factor for several of NCIG's material risks. NCIG's rolling three-year business plan also includes climate-related risks and opportunities.

Climate-risk management process

Our risk management process is well documented and our approach to identifying and assessing climate-related risks follows the same process as that of operational risk management (see page 16). Specifically, a corporate risk assessment is conducted annually, which results in prioritisation and actions, and the Board is presented with a risk control action plan every quarter.

Climate-related risks are reflected in our Corporate Risk Register and Risk Management Framework. The Annual Corporate Risk Review Report reflects climate change considerations and business sustainability considerations.

Our Corporate Risk Register is implemented using a risk-based approach that provides detail around NCIG's climate-related risks and includes controls to manage identified climate impacts. Our resiliency to climate change is incorporated as an issue into our rolling three-year corporate strategy and business planning, including climate-related risks and opportunities.

We have reviewed the key findings and recommendations identified in our scenario-based climate risk assessment conducted by Deloitte in late FY22, and we are integrating them into strategic and financial planning, risk mitigation, performance management and monitoring.

Managing climate-related risks

Climate-related risks are managed through dedicated plans and procedures such as our Crisis Management Plan and our Emergency Management Plan. We also have a standard process for risks including how decisions to mitigate, transfer, accept or control risks are made. Trigger Action Response Plans (TARPs) have been implemented outlining risk-based triggers that are monitored and provide guidance on the operational actions required if the trigger levels are reached.

We monitor climate-related risks and potential impacts and have developed actions, and adaptation plans to manage these risks.

TARGETS & METRICS

Target

NCIG has a target of net zero operational (Scope 1 and 2) emissions by 2030: see further page 37, Net Zero Transition Plan for our emissions reduction action plan. Our Scope 3 emissions are not formally included in our net zero target. We have developed an internal handbook that outlines how our metrics are identified and how targets are developed.

Metrics

Our sustainability metrics (including climate-related metrics) are incorporated into our scorecard processes, either at the corporate level or relevant department level and are reviewed quarterly. We also have measurable and timebound targets for emissions, waste, water and biodiversity and compare our performance against targets annually.

TCFD RESPONSE

Last year we responded to the recommendations of the TCFD reporting framework, however this year, as we work to transition towards meeting new regulatory reporting requirements of the Australian Accounting Standards Board and the Australian Sustainability Reporting Standards, we have more deeply embedded the information describing our approach to governance, strategy, risk management, targets and metrics into commentary. The table overleaf provides an overview of the status of our disclosures against the TCFD recommendations.



CLIMATE RISK ASSESSMENT & SCENARIO ANALYSIS

Our climate-risk assessment was supported by Deloitte in FY22 and included modelling transition and physical scenario analysis. Our scenario analysis includes a transition and physical scenario analysis, and a review of climate risk disclosures in line with the TCFD recommendations.

Physical risk scenarios are based on three types of climate scenarios – capturing low, moderate and high emission futures. The analysis included medium (2030) and long (2050) term horizons. The scenarios applied were the IPCC AR5 (Representative Concentration Pathways; RCPs) and IPCC AR6 (Shared Socio-economic Pathways; SSPs).

Transition risk scenarios were based on Net Zero 2050 and Nationally Determined Contributions (NDCs). Market analysis and scenario modelling is also conducted to understand the future coal market impacts to gauge our resiliency in terms of supply and demand of thermal coal, geopolitical landscapes and shifts in global policy.

The findings and potential impact on NCIG’s business of these risks and opportunities have provided further context to our risk environment and the development of appropriate control responses, including our Severe Weather Trigger Action Response Plan.

CLIMATE SCENARIO ANALYSIS CONSIDERATIONS

CLIMATE SCENARIOS



PHYSICAL RISK

High Emission
No climate Action
4°C Scenario (SSP5-8.5)

Moderate Emission
Meet Current Targets and Pledges
2°C Scenario (SSP2-4.5)

Low Emission
Aligned with Paris Agreement
1.5°C Scenario (SSP1-2.6)

TRANSITION RISK

Consider the future states by 2030, 2040 and 2050 as independent milestones.

Orderly Transition
1.5°C Scenario
Net Zero by 2050

Hot House World
NDCs 2.5°C Scenario

TIME HORIZONS



PHYSICAL RISK

2030 as a 20-year average over 2020 to 2039
2050 as a 20-year average over 2040 to 2059

TRANSITION RISK

Consider the future states by 2030, 2040 and 2050 as independent milestones.

ASSESS HAZARDS, ISSUES & THEMES



PHYSICAL HAZARDS

- Extreme Rain Frequency
- Extreme Rain Intensity
- Drought & Dust
- Extreme Sea Level*
VStorms
- Cyclones/Hurricanes

*Only available for selected scenarios/horizons and using IPCC AR5 Representative Concentration Pathways

TRANSITION RISKS / OPPORTUNITIES

- Growth of low emissions exports
- Climate regulation and policy accelerating decline in coal demand and supply

TCFD Disclosures

Last year we responded to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) reporting framework, however this year, as we work to transition towards meeting new regulatory reporting requirements of the Australian Accounting Standards Board and the Australian Financial Reporting Standards. We have more deeply embedded the information describing our approach to governance, strategy, risk management, targets and metrics into commentary. The table below provides an overview of the status of our disclosures against the TCFD recommendations.

● Information available relevant to TCFD expectations ● Partially documented OR available but not yet documented ● Information/process/detail are not yet clear/complete/adequate

GOVERNANCE

Disclosures	a. Describe the board’s oversight of climate-related risks and opportunities.	●
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.	●

STRATEGY

Disclosures	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	●
	b. Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.	●
	c. Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	●

RISK MANAGEMENT

Disclosures	a. Describe the organisation’s processes for identifying and assessing climate-related risks.	●
	b. Describe the organisation’s processes for managing climate-related risks.	●
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.	●

TARGETS & METRICS

Disclosures	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	●
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	●
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	●



OUR PEOPLE & CULTURE

We cultivate a *safe*,
healthy, *inclusive* and
innovative working
environment for our people



Our people are integral to our success

Our success relies on the strength and commitment of our people and is deeply connected to our culture and values. Our teamwork and unwavering commitment to safety, health and wellbeing, ongoing professional development, and inclusivity is at the core of our approach at NCIG.

highlights

116 total employees

7 new hires

6 apprentices hosted

1 graduate hosted

8 executive leaders

COMMITMENTS

- Put our people’s safety, physical and mental health first
- Integrate equity, diversity and inclusion in all areas of our business
- Provide training and development opportunities that ensure our people remain engaged and are ready for their next career challenge

GOALS

- Maintain a safe work environment and industry best practice standards
- Maintain a workplace that protects and promotes good mental health and wellbeing
- Increase the diversity of our employee group
- Increase knowledge and skill capacity to stimulate innovation

SUSTAINABLE DEVELOPMENT GOALS (SDG) CONTRIBUTIONS

Our People & Culture commitments and goals contribute to the achievement of several SDG's.



Our Team

NCIG has a lean and highly productive workforce which at year-end comprised of 116 employees in full time, part time and fixed term positions. Contracted labour also supports our operations and maintenance activities during peak periods. Our teams consist of technicians, engineers, accountants, administrators, business analysts, people & culture, health and safety, environment, procurement, IT and logistics professionals, who are all passionate about their work and adding value for the benefit of our customers. NCIG supports the right to freedom of association and 46 of our technicians are covered by the Coal Export Terminal (CET) Operations Workplace Agreement, endorsed by two industry unions.

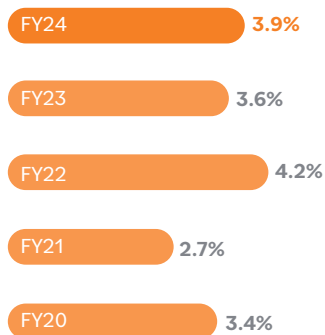
NEW PEOPLE

During the year we welcomed 7 new employees, 3 male and 4 female, to various areas of the business. All have brought new energy and new perspectives to the way we work. The number of new hires has reduced when compared to previous years, with a reduced voluntary employee turnover rate of 3.4% (FY23: 8%). Some of the people leaving NCIG had been with us for more than 10 years, transitioning towards retirement, while others sought new career opportunities both within and outside the local area. New people were recruited for finance, people and culture, maintenance, engineering, health & safety and business support roles.

It is noteworthy that all new employees were successfully recruited from our local area. This reflects our commitment to fostering a strong connection with our local community and harnessing local talent. In addition, our recruitment process prioritises gender diversity, however we fell short of our goal of 90% of our recruitment shortlisting activities to include a woman candidate, with 83% achieved in FY24. This was due to the Mechanical Engineer role not receiving any applications from women candidates. With our strategic ambitions to enhance female participation within our workforce, we will continue to identify opportunities within our recruitment activities to attract female applicants. By emphasising local talent acquisition and promoting gender inclusivity, we continue to demonstrate our dedication to creating a more robust and diverse team while contributing positively to both our organisation and the local community.

NEW ROLES

NCIG introduced one new role: Accountant. This newly created role enhances the Finance team’s capabilities, supporting our commitment to achieve sustainable operational goals and overall success.

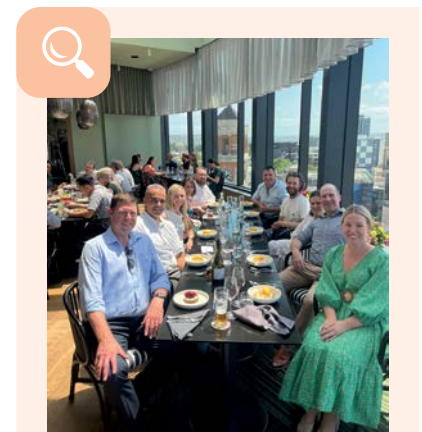


Unplanned Absence
% Of Total Hours

● Annual Average

ABSENTEEISM

During FY24, NCIG employees and contractors worked a total of 375,842 hours. Our average unplanned absenteeism rate was 3.9%, which exceeded our annual target of less than 3%, and was a slight increase on last year’s rate of 3.6%. This is largely attributed to COVID-19 and other cold and flu illnesses during the year and our conservative approach to illness management, which requires employees to stay home when feeling unwell.



Celebrating 10 years of service

Our people are our greatest asset, and we like to celebrate and honour their achievements.

This year we celebrated the dedication of four of our team members (Hayden Whiteside, Josh Wilson, Trent Walsh, and Daniel Terry) who reached the impressive milestone of 10 years of service.

To mark the occasion, we hosted them and their partners to a long lunch overlooking the scenic Newcastle Port.

Employee Relations

ENGAGEMENT SURVEYS

We recognise that our people are our greatest asset and knowing how our team are feeling, helps us shape our People and Culture Strategy and related programs. In May 2024 all of our employees were invited to complete a pulse engagement survey. The survey was voluntary, and we were pleased that 91% of our employees completed the survey. The results provided valuable insight, and we continue to nurture our workplace culture applying a proactive management approach.

ENTERPRISE AGREEMENT

NCIG welcomes freedom of association and collective bargaining. Our current CET Operations Workplace Agreement, which was agreed in 2022, is the fourth Enterprise Agreement NCIG has negotiated since our operations commenced. The agreement covers our technician workforce, and we worked closely with them and other stakeholders to ensure a smooth and successful embedding process for all parties.

EMPLOYEE BENEFITS

We offer generous conditions to all employees and benefits that include a fully funded health program with gym membership, salary continuance insurance, additional annual leave, discounts to a number of local businesses and services, and opportunity to participate in community support programs.

WORKFORCE COMMUNICATION DAYS

NCIG Communication Days help keep our workforce informed about key business performance and sustainable operations topics. All employees and contractor supervisors are invited to attend. In FY24 three rounds of Communications Days were delivered (12 sessions in total), during which we shared information on various sustainability topics including:

- **Respect at Work training** – delivered by Sparke Helmore Lawyers, this training emphasised respectful workplace behaviours and aligns with our commitment to fostering a positive work environment.
- **Bounce Challenge** – launched by external health provider Ethos Health, motivating employees and contractors to participate in the 8-week challenge that promotes health, regular exercise and social connection.
- **HSEC Interactions** – reminded our workforce about the importance of Health, Safety, Environment and Community (HSEC) interactions, as they provide an opportunity to verify controls, reinforce safe work behaviours and highlight improvement opportunities.
- **Finance and Maintenance System Replacement (FMSR) Project** – provided a progress status update of our Business and Maintenance Central project, noting key milestones in preparation for the go live phase.
- **DOC Hub launch** – showcased new processes to store and maintain key controlled documents.



Contractor Communication Days

Contractor Communication Days are conducted three times per year and provide NCIG an opportunity to communicate key health and safety messages and information to the regular contractor supervisors to pass on to their workers and have included:

- CEO Update
- Lightning Response (proposed new process)
- Welding Work Environments Checklist (proposed new process)
- Safety Vitals Update (revised process)
- Change Management Update (revised process)
- Consultation Committee Meeting Update

Health & Wellbeing

We protect and promote the welfare of our people, with a particular focus on mental health and physical wellbeing.

MENTAL HEALTH

We value our people and protect and promote their mental health. We provide specialist mental health training to proactively support a mentally healthy workforce. During the year, we participated in several initiatives in support of NCIG's mental health strategy, and more broadly to raise local community awareness.

Mental Health Resilience Training

In May, a total of 86% of NCIG leaders participated in Mental Health Response Training conducted by our partner, Mental Health Movement. This comprehensive training provided our leaders with essential skills and knowledge to effectively support the mental health and wellbeing of their teams. The sessions focused on identifying mental health issues, offering appropriate support, and fostering a culture of openness and understanding.

Raising local community awareness

NCIG once again supported Lifeline Hunter's major fundraiser by contributing \$10,000 in support of the organisation's crisis support and suicide prevention services. On 8 September 2023, 14 NCIG employees also joined local community members in a World Suicide Prevention Day Walk to raise awareness, remember those lost to suicide, and prevent further deaths by suicide.

PHYSICAL HEALTH

NCIG's Health and Wellbeing Strategy aims to help our people remain fit for both work and their personal pursuits, and to enjoy functional wellbeing. It promotes initiatives to help our people achieve their health goals, such as physiotherapy for non-work-related activities, weight loss challenges, gym memberships, and participation in sponsored sporting events. As part of our strategy, we offer all employees access to a range of fully funded health and wellbeing programs and benefits, which contributes to keeping our workforce engaged.

Bounce Program

For more than 10 years the NCIG workforce has been delivering 'Bounce', a leading workplace health and wellbeing program. Developed by NCIG personnel, Bounce provides NCIG a clear health and wellbeing strategy and engages our people through periodic health assessments and targeted initiatives. It helps them to optimise their physical and mental health and provides NCIG an opportunity to maintain a healthy and safe workplace. We provide weekly onsite fitness classes facilitated by Ethos Health, which promote increased movement and physical activity.



R U OK? Day

In September 2023, NCIG hosted a coffee van onsite and invited a psychologist along from our EAP provider, NewPsych, to speak with our workforce on R U OK? Day.

The event provided an opportunity to promote taking the time for an R U OK? Conversation, and genuinely listening with an open mind. It was also a segue into our inclusion of a mental health component to our biennial health assessments, which were scheduled to take place later in the year (in October and November) for employees and apprentices.



Bounce Routine Challenge

Each year NCIG organises a challenge that promotes health, regular exercise and social connection.

In March 2024, we launched the Bounce Routine 8-week Challenge for employees and contractors, which involved promoting healthy habits, body composition analysis, and body scans. Facilitated by Ethos Health, the challenge aimed to enhance nutrition education and promote weight loss, using an app as the main platform for participation.

The Health-ee app was developed by Ethos Health and enables participants to interact with one another, share their healthy meals and track their physical activity. The launch involved an interactive presentation and workshop with an InBody scan that provides participants with a comprehensive body composition report. At the end of the challenge, another InBody scan is conducted to compare results and reveal progress. As a result, our site collectively lost 68.6 kilograms of body fat, demonstrating a significant level of participation and success overall.

Bounce Health Assessments

As part of our 'Bounce' health & wellbeing program, our biennial health assessments commenced onsite in October, with 94% voluntary employee participation.

Until this year, the assessments have included four core elements, being:

- a pre-assessment online health risk assessment that generates an instant report for the individual, and a company report from aggregated, de-identified data.
- audiometry testing per the relevant Code of Practice (required every two years).
- an allied health professional assessment incorporating body composition, CV risk (blood pressure + instant bloods) and several functional fitness tests.
- a medical practitioner review including skin check and goal setting.

This year we added a fifth core element being a brief one-on-one session with a psychologist from our EAP provider, NewPsych.

The session is not intended to be a counselling session but rather can cover aspects of mental health including:

- the individual's mental health or performance challenges.
- how to support others (friends, family, colleagues).
- general information about how a psychologist or EAP could support them.

highlights

86% leaders received mental health training

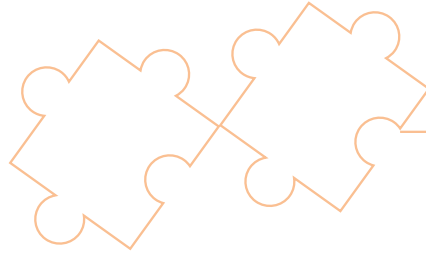
94% employee participation in Bounce Health Assessment

1,667 hours of exercise registered in Bounce Routine Challenge

1,800 days without a lost time injury*

*At June 2024

Diversity & Inclusion



Our culture is inclusive and promotes equality and diversity, supporting all our people to reach their full potential. When it comes to workplace diversity and inclusion, we are committed to driving change within our business. Understanding our diversity aspirations and transforming these into positive behaviours and action is an essential part of NCIG's working environment. It facilitates connections and stimulates the creation of opportunities and innovation.

We recognise the importance of a workforce with a diverse background, which involves aspects of ethnicity, age, gender, gender identity, disability, sexual orientation, religious beliefs, language and education. We believe that by having a diverse workplace we will benefit from rich and challenging opportunities and experiences and better reflect the community we live in. We acknowledge that each member of our workforce has a unique blend of characteristics, knowledge, skills, perspectives and life experiences. We respect and value their differences, and believe that this promotes equality, diversity and inclusion.

POLICY

NCIG's Equity, Diversity and Inclusion Policy, together with our Code of Conduct, provide a strong overarching set of values and beliefs that act as the foundation upon which systems, practices and behaviours are built. They set out our formal commitment to a workplace culture that builds respect, fosters inclusiveness, promotes diversity and embraces the unique skills and qualities of all our employees.

ACTION PLAN

A three-year action plan also outlines how our diversity, equity and inclusion objectives and commitments are prioritised and achieved. We aim to increase the diversity of our workforce, particularly gender diversity, recognising that it will take time and persistence to break down barriers

that inhibit gender balance within our industry. NCIG also experiences low employee turnover, so this also impacts the speed in which we achieve our diversity objectives.

International Women's Day

NCIG celebrated International Women's Day by sharing an internally recorded conversation between CEO, Aaron Johansen, Technology Manager, Naomi Dockrill, and Structural Engineer, Emma Creasey. The conversation centred around their experiences as leaders, inspirational figures and what International Women's Day means to them. This conversation was shared with NCIG team members, along with a fortune cookie containing inspirational quotes from women throughout the ages. In addition, NCIG attended an International Women's Day luncheon in support of local charities and organisations.

National Youth Week

This year we celebrated National Youth Week for the first time. We consulted with people aged under 30 within the business, offering an opportunity to lead an internal event that highlights the value of young voices. Together, the group elected to host a BBQ and trivia. The trivia shone a light on the achievements of young people both within and outside of the business and gave our emerging professionals the chance to lead an event from end-to-end.



GENDER EQUALITY

NCIG has a long-term commitment to redress a lack of gender diversity within the engineering and trade-based areas of our business and have strategies in place to increase the number of women in our workforce. All NCIG employees participate in our Respectful Workplace Program that further supports gender equality through education and self-awareness. Opportunities to remedy the gender imbalance are limited due to NCIG's low employee turnover rate.

NCIG's commitment to improving gender equality is evident in actions we have implemented to drive change. These include:

- An exemption under section 126 of the Anti-Discrimination Act 1977 (NSW) to designate and recruit up to 10 trade-based and engineering roles as female only positions.
- Partnering with a local training company to host female trade-based apprentices.
- Encouraging female employee participation in internal and external leadership programs.
- Providing funding for local Science, Technology, Engineering and Maths (STEM) programs that support and nurture the aspirations of young women pursuing careers in STEM.
- Setting organisational targets around shortlisted female candidates during recruitment.
- Conducting annual gender pay analysis in line with our remuneration review.
- Implementing a Diversity and Inclusion Road Map.
- Continuing our Respect at Work program to ensure we provide all workers with an environment that is free from discrimination, bullying, harassment, sexual harassment and victimisation.

NCIG's Workplace Gender Equality Annual (WGEA) Report, lodged with the Workplace Gender Equality Agency in accordance with the requirements of the Workplace Gender Equality Act 2012, can be viewed at: wgea.gov.au

GENDER PAY GAP

NCIG is committed to fair and equitable outcomes in all areas of employment. NCIG does not pay differently based on gender. Rather, positions are independently reviewed and categorised according to accountability, business criticality and risk. Employees are remunerated in accordance with this, and without regard to gender. All employees have access to a structured recognition program that rewards employees for achievements against agreed performance KPIs and demonstration of NCIG values and behaviours.

On 27 February 2024, The Workplace Gender Equality Agency (WGEA) published the gender pay gaps for all Australian employers with 100 or more employees. NCIG's average total remuneration gender pay gap for FY24 is 26.7%, and is driven by two critical elements of our current workforce composition:

- A higher proportion of male employees than female employees working shift rosters, attracting penalties and overtime rates.
- A lower proportion of female employees than male employees in senior leadership roles.

RESPECT AT WORK TRAINING

During FY24 we coordinated Respect at Work Training sessions for employees, contractor supervisors and leaders. The training, which was provided by Sparke Helmore Lawyers during Communication Days, emphasised respectful workplace behaviours, aligning with our commitment to fostering a positive work environment. This initiative is a key component of NCIG's commitment to meeting the new positive duty requirements under the Sex Discrimination Act 1984 (Cth).

AWARDS AND RECOGNITION

Woman in a Non-Traditional Trade Apprentice of the Year 2024

Kate Schiffmann, Electrical Technician at NCIG, has been named the '2024 Woman in a Non-Traditional Trade Apprentice of the Year' at the NSW Training Services Awards! Kate's professional journey with NCIG began in January 2020, when she joined as an Electrical Apprentice. Throughout her tenure, she has shown an exceptional work ethic, self-motivation, and a strong technical foundation. Her duties range from fault finding and troubleshooting electrical circuits to high-voltage isolations, electrical breakdowns, and diverse maintenance tasks. In recognition of her outstanding performance, Kate secured the role of NCIG Electrical Technician in November 2023, where she continues to thrive.

NSW Women in Mining Exceptional Woman Award Finalist

Since joining NCIG in 2017, Naomi Dockrill, Technology Manager, has led significant cybersecurity and system developments, promoted the benefits of diversity and fostered an inclusive culture through various initiatives. For these efforts, Naomi was recognised and celebrated for her contributions and achievements when she was selected as a finalist in the NSW Women in Mining Awards for the Exceptional Woman Award.



📷 Kate Schiffmann, NCIG Electrical Technician

Training & Development



ANNUAL PERFORMANCE REVIEWS

All NCIG employees participate in an annual performance review. Our system, Q Review, centres around success profiles for all roles. Key measures of success are also defined per role, and a framework of expected behaviours is included. The behaviours that underpin our culture and the outcomes we deliver are equally reviewed. Expected behaviours include those that contribute to the successful attainment of our sustainability goals. We continue to encourage open conversations between employees and their leaders with equal focus on outcomes achieved through the review period and behaviours. We intend to continue to mature and improve the system and associated processes in the coming years.

TRAINING ABOVE ROLE REQUIREMENTS

Our Sustainability Strategy commits to at least 40% of our employees receiving training and development to increase their skill base above their role requirements. Throughout the reporting period 57% of our employees completed training and development activities to increase their skill base above role requirements. Professional development training above role requirements in FY24 included: Study at TAFE or university, conferences, workplace Trainers and Assessors, Power BI, Dare to Lead, 10,000 Hours (leadership), Tony Page Emerging Leaders Program.

TRAINING TO MEET ROLE REQUIREMENTS

Employees are required to complete compliance-based training made up of mandatory site and critical role competency training, which, constitutes a significant portion of our monthly training.

This training is essential for employees to safely perform their roles. Currently, 99% of our technicians have achieved compliance and 95% of our employees have met role compliance throughout the reporting period.

Competency training to meet role requirements in FY24 included: Contractor management, Taxation and Payroll, Emergency Controller, Forklift, Rigging, Intermediate Rigging, Accessing the Rail Corridor, First Aid, First Responder, Confined Space Rescue, High Voltage Safe Work, HV5 Switch Room Access, Isolation, Working at Heights.

GRADUATE AND APPRENTICESHIP PROGRAMS

NCIG is committed to providing opportunities for new entrants to our industry, and we do this through our graduate and apprentice programs. Both of these programs provide participants with invaluable experience at a working coal terminal in a large industrial setting.

We operate a well-established apprenticeship program in collaboration with a local training company, Zeal Futures (formerly Hunter Valley Training Company). The integration of female apprentices also supports our ambitions to increase diversity in technical and trades-based roles.

This year we hosted six apprentices, three male and three female. Two of our apprentices (one electrical, one mechanical) completed their apprenticeship, one securing full-time employment at NCIG and the other securing local employment.



Student of the year 2024

NCIG Mechanical Apprentice, Kieran Moss, was named 'Student of the Year' by Zeal Futures, a leading provider of training and employment solutions operating across New South Wales, with more than 700 trainees and apprentices under their wing. Beginning his Certificate III in Engineering - Mechanical Trade in 2022 through an apprenticeship program with Zeal Futures and NCIG, Kieran's apprenticeship has seen him working across NCIG operations ever since.

Safety



Our people are at the heart of our business and the prevention and active management of any injuries to our workers is our number one priority.

In FY24, we recorded a Total Recordable Injury Frequency Rate (TRIFR) of 2.66 which was below our target of 5.0. TRIFR is a lag indicator of safety culture performance. This result was achieved with the only recordable injury being a restricted work injury (RWI) in November 2023. At the end of June 2024, we also achieved 1,800 days Lost Time Injury (LTI) free.

ISO 45001 RE-CERTIFICATION

In July 2023, QMS Certification Services conducted a comprehensive re-certification audit on NCIG's integrated Health, Safety, Environment and Community (HSEC) Management system and achieved ISO 45001:2018 recertification upon the recommendation of the lead auditor.

HSEC INTERACTIONS

Health, Safety, Environment and Community (HSEC) Interactions are completed by all workers within the business and involve safety and environmental observations and interactions between workgroups on site. HSEC Interactions provide an opportunity to verify that controls have been effectively implemented. They also provide positive reinforcement to workers on safe behaviours and address improvement opportunities. HSEC Interactions are entered and tracked into our online reporting system and the data is used to improve safety performance.

HSEC Interactions training

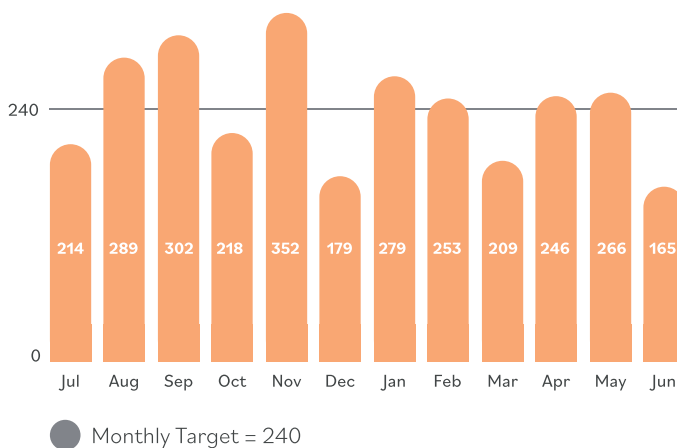
In September 2023 HSEC Interaction training was delivered to NCIG employees by our People & Culture Team and included instruction on the purpose of HSEC Interactions and how to conduct them successfully, as well as recording requirement. Key elements from our behavioural based safety training program ZIP were also instructed, including DIPI, Safety Citizenship Model, Blind Spots, Sphere of Influence and PB5. Additional manual handling training was also facilitated by external health provider Ethos Health and included principles of musculoskeletal disorder risk management contextualised to injury prevention for NCIG's workforce.

NSW MINING HSEC AWARDS

NCIG was a shortlisted finalist in the NSW Mining HSEC Awards. Our entry, "Leading an Empowered Culture of Safety," showcased our innovative Safety Culture Score (SCS).

The SCS was developed to measure safety performance beyond traditional lag indicators and integrates lead safety indicators across four key dimensions: Environment, Practices, People and Leadership.

HSEC Interactions

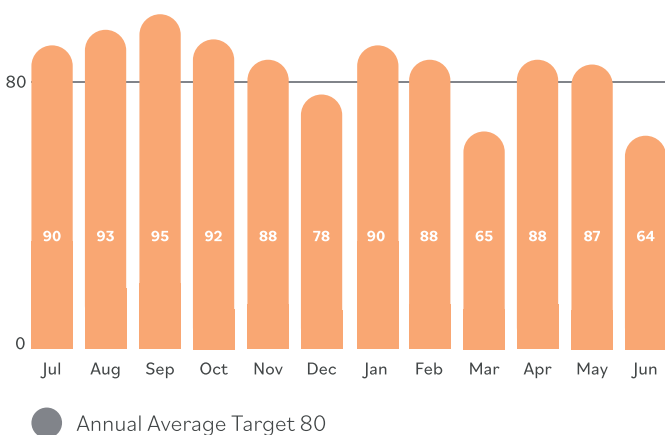


SAFETY CULTURE SCORE

NCIG records a Safety Culture Score (SCS) based on the Sentis ZIP Safety Culture Model. This is a lead safety indicator that utilises leadership, people, practices and environment pillars that underpin safety excellence. Our SCS is founded on the premise that all safety incidents are preventable and is used to monitor the proactive activities that are being undertaken and provide an indication of the effectiveness of our safety systems. This highly innovative approach supports continuous improvement in our safety culture and is made up of lead indicators related to hazard reporting, near-hit reporting, incident management process, defect management, preventive maintenance, H&S interactions. We have found a correlation between these indicators and the frequency of incidents that occur. The SCS is calculated and communicated to workers and management monthly to guide proactive actions that can improve safety performance.

We achieved our Safety Culture Score target of 80 during eight months of the year. In November and March there were several incident reports and the associated investigations that took longer than expected to close out and assign corrective actions to. In December, it was due to largely insufficient proactive hazard and defect reporting, and in June due to a reduction in safety defects, hazards and HSEC interactions.

Safety Culture Score



INCIDENT, HAZARD & ACTION MANAGEMENT SYSTEM

NCIG’s bespoke incident, hazard and action management system, Sustain, enables us to manage, monitor and mitigate our workplace incidents and hazards. Designed and developed internally, and accessible to all NCIG employees, Sustain provides a platform for our people to report incidents and hazards, investigate the root cause and reach effective and risk mitigating actions and outcomes. It also includes an intuitive workflow, an automated authorisation system and a risk assessment module, which aims to reduce the likelihood of similar incidents occurring in the future. A database within Sustain captures all completed risk assessments and allows us to develop actions and assign them within a management system. The visibility of incidents and hazards across the business is also integrated into our management reporting processes.



FATAL RISK MANAGEMENT PROGRAM

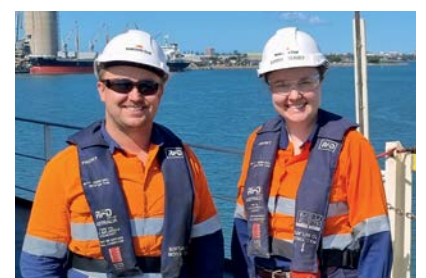
Safety Vitals is NCIG’s fatal risk management program that has a primary focus on managing activities that pose risk to our people, specifically those that could lead to serious incidents or that have the potential to result in a fatality. The program comprises six safety vitals (fatal risks) namely Confined Space, Cranes, Collision with Mobile Plant, Dropped Objects, Isolation, Falls and Fires & Explosions. With a primary focus on managing each Safety Vital, management procedures provide instruction on performance expectations. Each Safety Vital and its critical controls are also integrated into NCIG’s HSEC Interaction processes and our Take 5 App, improving availability and use in the field.

Safety Vitals verification audits

Safety Vitals verification audits are conducted at quarterly intervals and assess each Safety Vital. In FY24, one of those audits was conducted by an independent third-party auditor. The audits identified commendable practices and provided insight into areas for improvement that can further enhance the rigour of our processes. Any instances of non-conformance against critical controls were actioned either immediately or captured within an appropriate timeframe.

Safety Vitals training

In December 2023 all employees and contractor supervisors learned more about Safety Vitals and critical controls, facilitated by our Health and Safety team.



EMERGENCY CONTROLLER TRAINING

In conjunction with Ironside Risk Partners, two Emergency Controller training sessions were facilitated in May 2024. These sessions were attended by Process Leaders and Process Advisors and the training involved both theory and practical aspects of managing an emergency scene. As part of the training, Emergency Controllers practiced their skills on a variety of scenarios including an electric vehicle fire, hydrocarbon spill into harbour, protestor event, conveyor fire and a transformer fire.

EMERGENCY & CRISIS SIMULATION

On 9 November 2023 we conducted a two-part exercise to practice coordinating a response to an out of hours emergency incident and the subsequent impacts on NCIG. A mock incident was established and required the response by the Emergency Controller and First Responders. A desktop exercise was also coordinated for the Crisis Management Team (CMT) and focused on managing the fallout from the earlier incident. The exercise was designed to achieve the following objectives, all of which were achieved:

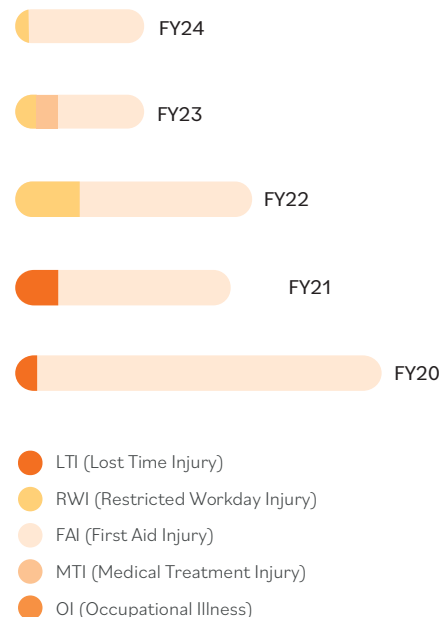
- Practice the response to an emergency incident on a night shift.
- Deploy the NCIG First Responders in the rescue of a person suspended in fall arrest harness at height to show that they have a capability to undertake rescue.
- Practice the operations of the CMT in response to a major incident and test the improved tools and procedures.
- Identify any improvements to the NCIG response management arrangements.

INJURIES AND ILLNESSES

The reporting of all injuries, incidents, and hazards remains a pivotal element of NCIG’s safety culture, ensuring we identify focus areas and continue to improve as a safe workplace. NCIG includes employees and contractors in its safety metrics and reporting.

The prevention and active management of injuries to our employees and contractors is an ongoing focus and is a paramount element of our commitment to the health, safety and welfare of our people. Pleasingly, we did not experience any lost time injuries during the reporting period, however, we did record 10 First Aid Injuries (FAI) and one Restricted Workday Injury (RWI), which is an increase in the number of overall injuries in FY24 compared to FY23. Despite this, just one recordable injury for FY24 resulted in a TRIFR of 2.66, representing a decreased TRIFR compared to FY23 and the achievement of our ambitious TRIFR target of less than 5.0.

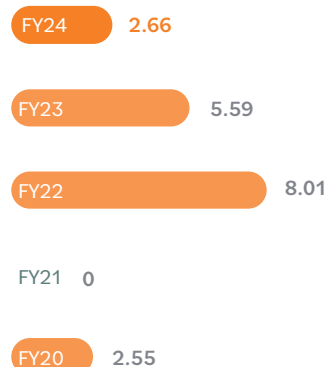
In November 2023, NCIG recorded one High Potential Incident (HPI), which was notifiable to SafeWork NSW. The incident involved a contract worker who sustained abrasions to their nose and above their eye requiring first aid treatment only. One Restricted Work Injury (RWI) was also recorded in the same month when a contractor sustained soft tissue damage that restricted their ability to conduct normal work activities.



All Injuries (LTI, RWI, MTI, FAI, OI)

NCIG’s All Injuries metric includes:

- Lost Time Injury (LTI), an occupational injury which results in a worker not being able to work one or more shifts
- Restricted Workday Injuries (RWI), an injury that results in inability to perform routine hours/ functions
- Medical Treatment Injury (MTI), a work injury requiring treatment by a medical practitioner, which is beyond the scope of normal first aid
- First Aid Injury (FAI), an injury that can be treated on site with immediate return to work
- Occupational Illness (OI), an abnormal condition caused by factors associated with the employment



Total Recordable Injury Frequency Rate (LTI, RWI, MTI) Injuries Per Million Hours

The Total Recordable Injury Frequency Rate (TRIFR) is a standard safety metric that includes the number of Lost Time Injuries (LTI), Restricted Workday Injuries (RWI) and Medical Treatment Injuries (MTI) per million hours worked on site.



OUR PLANT & ENVIRONMENT

We ensure the *resilience*
of our operations while
minimising our impacts
on the environment



We manage our environmental impacts

NCIG commits significant time and resources to managing its environmental impacts, ensuring that we continue to meet the requirements of our project approval as well as the expectations of our employees, community and other stakeholders.

highlights

30% reduction in net operational emissions via the purchase of renewable energy LGCs

80% reduction in potable water use*

74% of total waste recycled

0 material reportable environmental incidents

*Compared to FY15-20 baseline

COMMITMENTS

- Proactively manage our risks through robust systems, processes and scenario planning
- Achieve net zero operational emissions (Scopes 1 & 2) by 2030
- Optimise our air, water and waste management
- Nurture positive outcomes for local biodiversity through our projects and partnerships

GOALS

- Reduce operational emissions (Scopes 1 & 2)
- Minimise reliance on potable water network, in particular during times of high-water stress (drought)
- Achieve minimum possible waste footprint through proactively managing reduction, reuse and recycling where possible
- Increase habitat value of existing lands managed for biodiversity outcomes through active management and partnerships

SUSTAINABLE DEVELOPMENT GOALS (SDG) CONTRIBUTIONS

Our Plant & Environment commitments and goals contribute to the achievement of several SDG's.



Energy

NCIG is committed to managing its operations to ensure the lowest possible impact on our local surrounding environment.

As a large energy user we understand the importance of optimising our systems and processes to improve the way we utilise energy across our terminal.

Since our terminal was constructed in 2010, various improvements have been undertaken to improve efficiency and productivity.

ENERGY CONSUMPTION

The vast majority of NCIG’s energy usage is directly related to the electricity required to operate our infrastructure and assets. Our approach to energy management therefore focuses on reducing operational energy consumption at our critical points of demand and procuring a targeted proportion of green energy where feasible. NCIG’s total energy consumption for FY24 was 270,249 GJ, which is a 7% increase on the previous reporting period. This increase is primarily due to a 9.6% higher coal throughput during the reporting period. This also resulted in a 2.1% decrease in our energy intensity levels, to 5,515 GJ/Mt. down from 5,638 GJ/Mt in FY23.

RENEWABLE ENERGY

Renewable energy procurement

In FY24, NCIG successfully executed a long-term contract for renewable energy through a Power Purchase Agreement (PPA). This is an important step forward in our sustainability journey that seeks to see NCIG entirely powered by renewable electricity from 2030 onwards. This PPA supports the development of a solar farm in the Upper Hunter region and will provide renewable energy to the market more widely. The planning approval for the project is on track with current forecasts projecting the project to have successful grid connection in August 2026 and commercial operation in February 2027.

Separately, through the purchase and surrender of Large-scale Generation Certificates (LGCs) NCIG effectively procured 30% renewable energy of its total FY24 electricity usage. These certificates were generated by a windfarm in Victoria and were sourced from a third-party market provider.

ENERGY MANAGEMENT

NCIG has continued to focus on how energy is used across the 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.

Electricity Efficiency Leadership Team

An Electricity Efficiency Leadership Team (EELT) was established during the reporting period to help provide 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. Meetings are held regularly with multiple initiatives investigated and implemented. The team has already proposed an electricity efficiency target for FY25 and continues to drive focus on energy management across our operations. Key tasks of the team include to:

- clearly define organisational objectives.
- drive a continuous improvement culture surrounding the use of electricity.
- realise cost benefits associated with electricity savings.
- establish the governance and processes around energy efficiency, data collection and analytics.
- establish a suitable baseline and metric for measuring efficiency
- encourage the identification of data-led initiatives.
- develop an energy efficiency target.

Energy Management Working Group

NCIG’s Energy Management Working Group (EMWG) is a cross-functional team that helps identify energy efficiency projects and promote continuous improvement across the business. 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 also provides input into the implementation of NCIG’s Energy Management Strategy, which includes management procedures and promotes energy efficiency practices. During the reporting period, the EMWG reviewed the status of NCIG’s current energy savings initiatives. It also undertook a workshop that aimed to identify future savings initiatives, and in total 16 were identified for further analysis and assessment.



Wade Covey, Environment & Sustainability Lead

Energy Management Working Group Workshop, January 2024

Emissions

ABOUT OUR EMISSIONS

NCIG’s approach to identifying the sources of our emissions and quantifying them is aligned with the Greenhouse Gas (GHG) Protocol: A Corporate Accounting and Reporting Standard, the world’s most widely used greenhouse gas accounting standards for emission measurement.

In FY24, NCIG’s total tonnes of carbon dioxide equivalent (tCO₂e) emissions (Scope 1 and 2) from operations was 34,946 tCO₂e, a decrease of 22.9% when compared to 45,317 tCO₂e last year.

This change was primarily associated with an increase in proportion of renewable electricity utilised from 10% (FY23) to 31% (FY24), and a 9.6% increase in throughput. This throughput increase corresponds to increased electricity consumption during the period (FY24: 73,333.3 MWh, FY23: 68,481.1MWh). NCIG’s emissions intensity for FY24 was 713 tCO₂e per Mt of coal exported, which is a decrease of 29.7% when compared to 1,013.8 tCO₂e per Mt in FY23.



NET ZERO OPERATIONAL EMISSIONS BY 2030

Net Zero Transition Plan

NCIG has developed a Net Zero Transition Plan, which provides a comprehensive overview of NCIG’s emissions profile and detail of how we intend to achieve net zero operational emissions (Scope 1 and 2) by 2030.



Net Zero Action Plan

Direct operational control emissions – Scope 1	PRIMARILY DIESEL, OIL AND PETROL CONSUMPTION BY VEHICLES AND MACHINERY ONSITE
FOCUS AREAS	INITIATIVES
Fleet electrification – NCIG has commenced electrification of its vehicle fleet and has installed charging infrastructure at our facility. At least 10 to 20 per cent of our existing fleet of combustion vehicles is planned to be progressively transitioned to electric vehicles per year, depending on the availability of suitable vehicles.	Electrify 100% of NCIG fleet vehicles by 2030
Oils & Greases – our objective is to work to identify and procure lower emissions alternatives to meet operational demand through engagement with suppliers to define the suitability of alternative products.	Investigate sources of lower emission alternatives and deploy overtime where feasible by 2030.
Stationary plant fuel usage – practical renewable energy units are planned to be utilised as they become available. This may include forklifts, lighting plants, elevated work platforms, etc.	Utilise practical renewable energy units as they become available.
Offsets – although considered immaterial, NCIG intend to purchase Australian, and if possible, local offsets, to reduce net emissions of the remaining sources of Scope 1 emissions to zero.	Offset remaining Scope 1 emissions by 2030.
Climate-related opportunities – explore blue carbon or other offset opportunities associated with the critical habitat areas under NCIG management.	Investigate blue carbon and other offset opportunities and implement where feasible.
Direct operational control emissions – Scope 2	PRIMARILY PURCHASED ELECTRICITY USED TO OPERATE INFRASTRUCTURE
Electricity sourcing – we have entered into a Power Purchase Agreement (PPA) to secure the future supply of renewable energy to meet 100% of our electricity requirements for a 10-year period in the near term. Through this agreement we aim to directly support the development of a local solar project and the renewable energy sector more broadly. After this initial period NCIG plans to continue to procure electricity that ensures the ongoing 100% renewable energy status of our electricity supply. Our target for Scope 2 emissions is intensity based, meaning it is a percentage of annual estimated electricity usage, which is primarily governed by terminal throughput.	Procure 100% of electricity demand from renewable sources by 2030.
Electricity efficiency – the objective of NCIG’s Energy Management Working Group (EMWG) and associated processes is to continue to identify and implement opportunities for energy efficiency and associated initiatives. We intend to establish an energy efficiency target as a critical element to further drive our efficiency focus.	In 2024 define an electricity efficiency target.

EMISSIONS REDUCTION

Scope 1 and 2 emissions

NCIG recognises the critical challenge the world faces to respond effectively to the risks of climate change, and the importance of a transition over time to a lower carbon-intensive economy. We are aiming to achieve net zero operational emissions by 2030 and are actively working to reduce greenhouse gas emissions within our control, specifically our Scope 1 and Scope 2 emissions.

Scope 3 emissions

The estimation of Scope 3 emissions has again been an element of NCIG's emissions management practice. Category emission factors were utilised in this determination of these indirect emissions which found that they remain approximately 15% of our total emissions footprint. To date our Scope 3 emissions have not been audited, however this will commence in alignment with the introduction of new regulatory reporting requirements. Additionally, despite having indirect operational control of our Scope 3 emissions, in the short-term we intend to further analyse opportunities to reduce them where feasible.

Primary sources of Scope 3 emissions

With external consultant advice we have identified the primary sources of our Scope 3 emissions. We consider these to be:

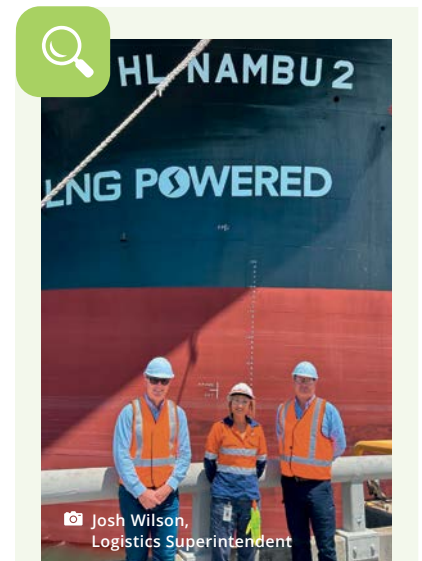
- Purchased goods and services.
- Network losses associated with fuel and energy consumed on site.
- Waste generated in operations.
- Business travel.
- Employee commuting.
- Working from home.

Emissions reporting

Air quality information was provided to statutory authorities under the National Pollutant Inventory (NPI) Reporting and National Greenhouse and Energy Reporting (NGER) schemes. This data was calculated by a third-party consultant, with the NGER information reasonably assured by accredited specialist auditors. Our FY24 data illustrates that NCIG emissions and NPI levels are comparable to previous years.

Vehicle electrification

This year the NCIG Electric Vehicle Project Team continued to coordinate the further electrification of our operational vehicle fleet. Four new electric vehicles were procured, and additional fast charging infrastructure was installed. This is another exciting step towards NCIG achieving its long-term strategic goal of net zero operational emissions (Scope 1 and 2) by 2030.



NCIG welcomes LNG-fuel vessel

In December 2023, NCIG welcomed Reimei, a new and large LNG-fueled coal carrier operated by Mitsui OSK Lines Ltd.

The vessel, which is almost 235 metres long and 38 metres wide, was loaded by NCIG and was destined for coal-fired thermal power plants in Kyuden, Japan.

Compared to conventional marine fuel, LNG can reduce emissions of greenhouse gases (GHGs) such as carbon dioxide (CO₂) by about 30%, sulfur oxides (SO_x) by nearly 100%, and nitrogen oxides (NO_x) by about 80%.



DUST & AIR QUALITY

The management of dust from our site is a critical element of our operations. The greatest potential risk of impacting air quality occurs at our dump station during train unloading, our stockyard during coal stockpiling and reclaiming, and during loading of coal onto vessels. We manage this risk through equipment design (such as enclosed plant and infrastructure), controlled work procedures, an extensive water suppression system (stockyard cannons and suppression sprays), real time operational air quality monitoring and by continuously improving our systems and processes. We also have several operational plans and strategic initiatives, such as our Operation Dust and Air Quality Management Plan and our award-winning Integrated Dust Management System (IDMS).

We apply weather forecasting and real-time weather data from a site meteorological weather station to calculate the site moisture balance and to identify adverse weather conditions which triggers the activation of our automated stockyard and conveyor sprays if specified thresholds are exceeded. Our Logistics Management System (LMS) also has integrated dust risk forecasting, maximising our potential to improve planning and management of potential dust risks on site. This provides visibility to our operational work crews, especially those planning activities during higher risk weather conditions. In collaboration with neighbouring industries, NCIG also collects dust emission data from multiple dust monitoring stations to confirm that high standards of air quality are being maintained.

There were two external enquiries regarding air quality impacts in FY24. Both enquiries were relayed by the NSW Environmental Protection Authority (EPA) and were related to NCIG's dust management performance during heightened dust risk conditions experienced in the period. In response to both enquiries, NCIG provided dust monitoring data and a summary of actions that had been undertaken during the period to manage air quality impacts from the operation. The information demonstrated that NCIG was meeting all of our dust management obligations and that no further actions were required to be taken. There was no further action required by the EPA on both occasions.

NOISE

Despite operating in a heavily industrialised area, and our activities have the potential to impact local noise amenity. Careful monitoring and management of our noise footprint is therefore an important part of our day-to-day operations. Our Operation Noise Management Plan outlines how we control and actively manage noise emissions onsite. We regularly monitor the noise created onsite by our operational infrastructure and external consultants take noise readings in surrounding residential areas on our behalf. This helps ensure that any noise issues are identified early, and that our plant is maintained and monitored to keep noise levels below specified limits. Noise criteria for our site operations is defined by our Project Approval and Environmental Protection Licence. Acoustic specialists were engaged during the reporting period and confirmed our terminal's ongoing compliance to all specified noise limits.

Noise monitoring undertaken during the reporting period did not identify any exceedances of NCIG noise criteria at residential locations and no noise complaints or enquiries were received in FY24.

LIGHTING

During FY24 we continued to change out old lighting on site with new LED lighting technology. The energy efficiency and emission reductions affected by this type of lighting is beneficial, and depending on operational and environmental factors, can save around 200- 270MWh per annum when compared to traditional lighting. We did not receive any lighting complaints or enquiries in FY24.



Environmental Management System

NCIG has an integrated HSEC management system, which during the year achieved recertification of ISO 14001 - Environmental Management Systems and ISO 45001 - OHS Management System.

These standards are the internationally recognised standards and provide a framework for NCIG's continuous improvement.



Waste

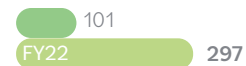
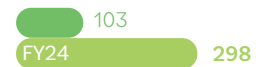
NCIG has a strong tradition of limiting waste to landfill, promoting reuse and recycling, and achieving the best end-of-life use for the products and materials used at our terminal.

WASTE RECYCLING

NCIG manages 19 different waste recycling streams, including metal, timber, generated spoil, paper and cardboard, e-waste, and machine waste such as conveyor idlers. This year we exceeded our waste recycling target with a recycling rate of 74% of total waste generated. This represents 298 tonnes of waste recycled.

Hazardous Waste

During FY24 NCIG recycled a total of 14 tonnes of hazardous wastes produced. This waste typically consists of items such as aerosols, waste greases/oils, drums and oil filters.



Waste Generated | Tonnes

● Landfill ● Recycling

Soft Plastics

This year we ended our relationship with Plastic Police due to the inability to successfully implement a recycling pathway for the soft plastic NCIG collected. Our waste management provider has been collecting and storing our soft plastic waste (137 kg in FY24) while we continue to find a new recycling pathway for our soft plastics waste going forward.

highlights

19 different recycling streams

298 tonnes waste recycled

74% recycling rate

8.2 t/MT waste generation intensity



Brett Allan, Contracts Specialist

Water

NCIG uses water responsibly and avoids impacting surrounding water bodies.

WATER CONSUMPTION

NCIG utilises water for a number of processes onsite and we strive to reduce our reliance on potable water. We have two primary sources that supply all of our operational needs and that we use preferentially over potable water sources. They are our:

- **Raw water system** – predominantly captured stormwater from rainfall runoff across our site that is pumped or gravity fed into our site water storage ponds for re-use.
- **Recycled water** – recycled water supplied from a nearby Advanced Water Treatment Facility.

During the year NCIG's overall potable water consumption reduced in comparison to last year, down from 99 ML in FY23 to 91 ML this year, a reduction of approximately 8%. Compared to our 2015-20 baseline, we once again had a large reduction in potable water use (80%), primarily as a result of increased rainfall onsite during the period and the use of approximately 212 ML of recycled water following the successful commissioning of our recycled water infrastructure in the previous reporting period. In FY22, we established a three-year target to reduce potable water consumption by 50%. We successfully met this target in FY24 with an 80% reduction of potable water achieved.

WATER DISCHARGE

During the reporting period we discharged approximately 101 ML of captured water from our clearwater holding pond. This was a direct result of above average rainfall recorded during the period. This water was monitored and remained within water quality thresholds. Where possible NCIG aims to reduce the volume of water discharged and maximise reuse on site.

RECYCLED WATER

NCIG is committed to reducing its reliance on potable water, particularly in times of drought and water scarcity.

Last year we proudly launched our Recycled Water Project, in partnership with our recycled water infrastructure partners, coNEXA. Recycled wastewater is now being supplied via an underground pipeline from an Advanced Water Treatment Facility at Steel River to our site, with the goal to reduce our reliance on potable water by 50%—the equivalent of 1,700 residential households annual water usage. The water is being used to supplement our raw water supplies for dust suppression and machine washdown.

During the year NCIG reached the milestone of 258 ML of total recycled water utilised since the start of the project, with 212 ML of that being used during FY24. This has directly offset consumption of public drinking water from the local town water supply network to an equivalent amount.

highlights

80% reduction in potable water use

50% captured water as proportion of total water consumption

12 ML/MT water usage intensity, the lowest in 7 years

COMPLIANCE

Throughout FY24 there were no material breaches of any of our environmental obligations. There were however two externally reportable incidents that occurred during the period. These were:

- 6 September 2023 – during NCIG's routine groundwater monitoring, three monitoring locations were inadvertently missed by the monitoring contractor. Following the identification of the issue, all three locations were subsequently sampled.
- 10 November 2023 – a launder drain on one of our shiploaders (SL01) blocked following a coal spillage event which resulted in an overflow of dirty water into Newcastle Harbour. The incident was reported to the NSW Environmental Protection Authority and an incident investigation was completed. NCIG has subsequently implemented several actions to prevent a recurrence of this type of a targeted incident, including the development of shiploader washdown procedure and improved awareness for workers.

Biodiversity

highlights

102 ha managed

2 ecological compensatory habitats

9 shorebird species recorded in NCIG managed compensatory habitat

\$264,000 committed towards biodiversity conservation initiatives

ENHANCING LOCAL BIODIVERSITY

NCIG is committed to protecting and enhancing local ecology within our facilities and surrounds through active management and partnerships. We focus our efforts on increasing the habitat value of the fresh and tidal wetland adjacent to our operation. This includes the Hunter Estuary Wetlands, which is listed under the Ramsar Convention, and the Kooragang Nature Reserve. These areas provide habitat to several threatened species and communities such as the ground-dwelling tree frog native to Eastern Australia, the Green and Golden Bell Frog (*Litoria aurea*). Our managed biodiversity areas are our:

- Green and Golden Bell Frog Compensatory Habitat (Ash Island).
- Migratory Shorebird Compensatory Habitat (Ash Island).

BIODIVERSITY PARTNERSHIPS

Partnership with NSW Parks & Wildlife Services

During FY24, NCIG entered its second year of a Biodiversity Partnering Agreement with the NSW National Parks and Wildlife Service. This project relates to the construction of Green and Golden Bell Frog artificial cluster ponds on Ash Island to enhance and promote frog movements across the island.

Large ponds are intended to create a permanent refuge habitat, and more shallow dual troughs are intended to encourage breeding. Our contribution of \$80,000 over a three-year period will be used to assess, plan, coordinate and construct the artificial ponds.

The project is expected to contribute to conservation efforts and demonstrates ongoing commitment to environmental stewardship and biodiversity enhancement.

During FY24 NPWS successfully commenced construction of seven artificial cluster ponds on the Island. One large pond and one dual trough were installed at each site and the internal equipment was also set up (besser blocks, ladder and chain). Next steps will involve the pond fitouts, which includes:

- Construction of an external ramp to allow the frogs an access route into the pond.
- External painting of the ponds.
- Topping up water levels in the large pond.
- Planting of aquatic and terrestrial vegetation.
- Mulching.
- Rocks for microhabitat.

Further ponds are planned to be installed in FY25.

Partnership with University of Newcastle

Our partnership with the University of Newcastle continued to strengthen in FY24 with the Sustainability team hosting two site tours for Environmental Studies students. Under guidance of our Environmental and Sustainability Lead, the group visited the Green and Golden Bell Frog habitat and gained first-hand exposure, studying and tracking the endangered species.



An example of the artificial cluster ponds being installed on Ash Island.



COMPENSATORY HABITAT AND ECOLOGICAL MONITORING PROGRAM

Our ecological enhancement activities focus on increasing the habitat value of existing biodiversity. Our Compensatory Habitat and Ecological Monitoring Program (CHEMP) has been developed to offset impacts to local ecology and involves the ongoing maintenance and enhancement of two compensatory habitat areas: 78 hectares of Green and Golden Bell Frog Habitat and 24 hectares of Migratory Shorebird Habitat.

FROG HABITAT

Our Green and Golden Bell Frog compensatory habitat features a 78-hectare landscaped wetland precinct, which provides aquatic and terrestrial habitat. It is managed in consultation with the NSW National Parks and Wildlife Service. We also have a long-standing partnership program with the University of Newcastle's Amphibian Research Group (Conservation Biology Research Group), which supports Postdoctoral research and undergraduate university research scholarships. An island-wide frog monitoring program is also undertaken by the University of Newcastle in partnership with other organisations and industry partners.

During FY24, no breeding events were recorded in our compensatory habitat, however several breeding events were recorded across other areas on Kooragang and Ash Island, which demonstrates the importance of this quality habitat mosaic for local conservation management. Our Compensatory Habitat and Ecological Monitoring Program offsets impacts to local ecology located on Ash Island, part of the Hunter Wetlands National Park.

MIGRATORY SHOREBIRDS

During FY24, the Hunter Bird Observers Club observed four migratory shorebird species across our migratory shorebird compensatory habitat area. These included the Eastern Curlew, Pacific Golden Plover, Sharp-tailed Sandpiper and the Red-necked Stint.

In addition, in December 2023, The Hunter Bird Observers Club also witnessed a remarkable influx of shorebirds in the Estuary directly adjacent to NCIG's rail loop in an area referred to as Deep Pond. Some notable species recorded included, Black Tailed Godwits, Siberian Sandpipers, Red Knots and Curlew Sandpipers.

WEED MANAGEMENT

During FY24 NCIG continued its weed management activities within its compensatory habitat areas on Ash Island with the assistance of specialist weed management contractors. Low volume spraying was conducted targeting *Cortaderia selloana* (Pampas Grass) and *Opuntia stricta* (Common Pear). A cut and paint method was also performed using hand tools targeting *Baccharis halimifolia* (Groundsel Bush) and *Lantana camara* (Lantana). Low volume spraying was also conducted around the Green and Golden Bell Frog ponds targeting *Alternanthera philoxeroides* (Alligator Weed).

MANGROVE REMOVAL

Mangroves can provide numerous ecological benefits, however if not sustainably managed they can create negative environmental impacts, disrupting local shorebird ecosystems and outcompeting species of saltmarsh. They typically spread quickly and if not controlled can congest wetlands. During FY24 we undertook a mangrove removal campaign with the support of an environmental restoration consultant in our migratory shorebird compensatory habitat. The removal of mangroves in wetland areas helps promote saltmarsh habitat and create mud flats where migratory shorebirds can roost and forage. In total 3,935 mangrove seedlings were removed from our compensatory habitat area.

BIODIVERSITY STRATEGY

During the year, NCIG reviewed its Biodiversity Strategy, which is founded on three key pillars (compliance, biodiversity enhancement, and stakeholder collaboration and engagement) and related strategic objectives. The document outlines NCIG's strategic direction and includes a three-year action plan outlining our planned future actions. Our efforts aim to create, restore and enhance the biodiversity of our native flora and fauna in urban environments, creating wildlife corridors and encouraging habitat conservation.

OUR COMMUNITY & STAKEHOLDERS

We *collaborate* with
communities, industry
partners and government
to achieve *positive* social
and economic outcomes





We proudly support our local community

We support and actively participate in our local community, contributing to long-term social, environmental and economic value creation. Our proactive participation and approach to community and stakeholder engagement, enables us to connect with and develop deeper relationships, forge opportunities for collaboration and contribute to the broader prosperity of our region.

highlights

\$392,000 invested in community initiatives

63 local community groups supported

6 STEM related initiatives supported

55 stakeholder site tours

60 employees participated in community events

COMMITMENTS

- Contribute to local economic prosperity through local employment and procurement
- Invest in the STEM talent pipeline of today and tomorrow and contribute to building local technical capability
- Commit our capabilities and resources to support our community’s education, health and environmental sustainability

GOALS

- Support local economy and prosperity
- Establish and maintain strong relationships with local community and other stakeholders that lead to positive business outcomes
- Maintain positive interactions with local community groups to maintain social licence to operate

SUSTAINABLE DEVELOPMENT GOALS (SDG) CONTRIBUTIONS

Our Community & Stakeholder commitments and goals contribute to the achievement of several SDGs.



Community Support

We recognise the importance of empowering our local community and contributing to its long-term resilience and prosperity. We provide financial and in-kind support to local organisations and community groups that reflect and share our values through our community investment programs, which includes grants and partnerships.

We aim to support projects and programs that enrich, empower and benefit the wellbeing of people living in the Newcastle and Hunter Region. The outcomes that have been created so far include social welfare programs, improved physical and mental health, increased and improved access to education, and enhanced local amenities and the environment.

COMMUNITY INVESTMENT PROGRAMS

We are a proud Australian business and contribute to the prosperity of our local region through initiatives and programs that create value for our local communities, environment and economy. Our annual FY24 target for community support was \$360,000 annual investment in community initiatives across a minimum of 30 community groups, and support for at least five STEM related initiatives. During the year we met all of these targets when we provided \$392,000 to 63 different community groups and/or initiatives, six of them STEM related.

Actively supporting the local community is an important aspect of what we do. This is achieved through two core programs, providing financial and in-kind support to community groups that work hard to help the local community: our Community Support Program (CSP); and our Community Partnership Program (CPP).

Through these two core programs we aim to meet one or more of the following objectives:

- Promote overall community involvement.
- Promote physical or mental health through activity.
- Implement community-generated programs to improve local amenity and the environment .
- Promote and assist in education of our local community.

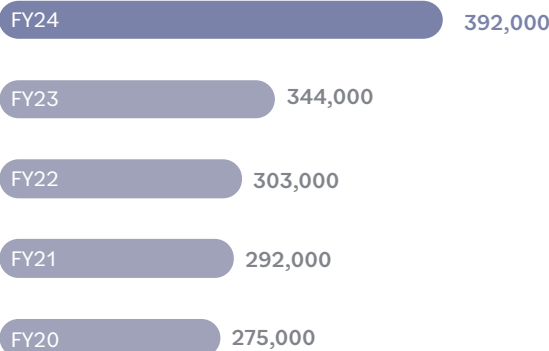
In addition to our CSP and CPP, NCIG also encourages employee-led initiatives, enabling our people to actively engage and raise funds for important causes in our community.



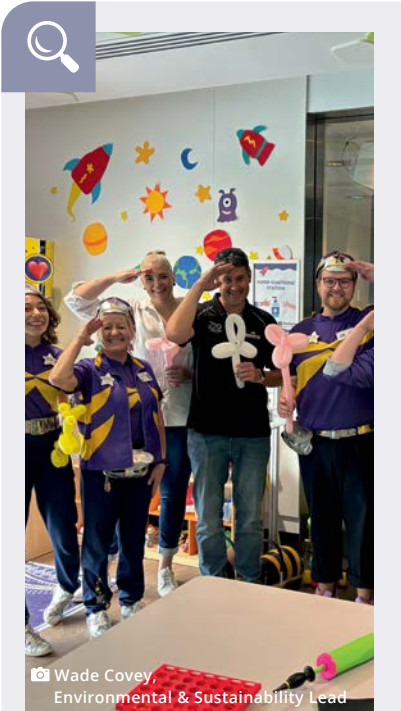
COMMUNITY SUPPORT PROGRAM

Our Community Support Program (CSP) has been running since 2010 and has contributed more than \$3 million to almost 450 local projects or initiatives that aim to improve facilities and social connection in our community. Our CSP provides financial support to community groups associated with local sporting clubs, community involvement and welfare groups, environmental projects, schools and other community support organisations.

Our open application process runs twice a year and a panel of NCIG representatives assesses the applications. This year we received more than 150 applications, which is a program record. A total of 55 grants were awarded and shared in over \$217,000. We hosted two afternoon teas, in November 2023 and July 2024 to congratulate the successful recipients, and to hear more about their programs. The afternoon teas are an opportunity for local community groups who may not otherwise have found one-another, to interact. We have seen fantastic collaborations arise from these events, creating a more interconnected region and supporting local organisations to better support our community.



Annual Investment in Community Initiatives \$AUD

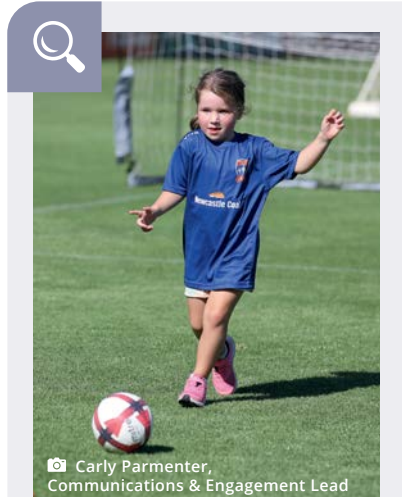


Wade Covey, Environmental & Sustainability Lead

Starlight Super Swim

In February, a team of NCIG staff members participated in the Starlight Super Swim fundraising event, raising over \$5,000 for the cause. The event saw a total of 135 kilometres of swimming logged by the team.

Together they held each other accountable to their goals, supported each other in making the most of each swim and raised much needed funds for the Starlight Room at John Hunter Hospital. They also took time to visit the Starlight Room, meeting the inspirational team delivering their critical service to young people and families alike.



Carly Parmenter, Communications & Engagement Lead

Newcastle Jets Skills Clinics

NCIG was pleased to again host the NCIG Junior Participation Soccer Clinics, in partnership with the Newcastle Jets. These clinics were available to athletes of all levels, from beginners to more seasoned soccer players. Two sessions were gifted to local community groups, with a focus on offering the opportunity to children who might not otherwise be able to access these clinics. Families involved with First Chance Families and Home Start Newcastle were gifted these free clinics to enjoy, connecting many budding soccer stars with their local superheroes.

Additionally, the children and family members of NCIG team members were gifted a clinic to enjoy together.

All clinics were well received by the participants and NCIG was able to directly connect these local charities with the Jets to forge deeper, direct connections.



2023 Newcastle Middle School Golf Day



Site tour for residents of The Cove



CSP afternoon tea attendees

COMMUNITY PARTNERSHIP PROGRAM (CPP)

NCIG has continued to evolve the Community Partnerships Program (CPP) portfolio to better reflect our ongoing relationship with local organisations. We've identified long-term partners via the CSP including Got Your Back Sista, Lifeline Hunter and Mission to Seafarers and captured them under the CPP portfolio, to strengthen our connection with these organisations.

- **HunterWiSE** – NCIG hosted 16 young women from Callaghan College (Waratah) in June through our partnership with HunterWiSE. The program exposes young women to possible STEM careers by facilitating site visits and activities that showcase the opportunities available to them.
- **Soccer Clinics** – Through the CPP, NCIG hosted three community focused junior participation soccer clinics in partnership with the Newcastle Jets. These clinics were an opportunity for young people from selected community groups to meet their local sporting heroes and enjoy an afternoon of fun.
- **Spin 4 Kids** – For the tenth consecutive year, NCIG was again the major sponsor of the Newcastle Spin 4 Kids event, hosted by Variety the Children's Charity. To celebrate, we partnered to deliver a \$10,000 dollar match incentive prior to the event. This additional sponsorship saw a rush of donations made on the day, maximising the value of the donation and contributing to the overall success of the day. A total of \$55,246 was raised for kids who are sick, experiencing disadvantage, or living with a disability.

- **Lifeline Hunter** – NCIG once again was the major sponsor of Lifeline Hunter's World Suicide Prevent Day Walk. Our CEO, Aaron Johansen, spoke at the event and was joined by 14 staff members along with several contractors at the ceremony in Dixon Park. This reflective morning is a chance to highlight the impact of suicide and to bring awareness to those impacted, of the services and support available to them.
- **The Mission to Seafarers** – A key community partner for NCIG is Mission to Seafarers (MTS), an organisation that facilitates shore leave and supports seafarers to make the most of their time on-land. During the period, MTS celebrated its 150th anniversary and we collaborated with them to deliver giftbags to seafarers over the Christmas period and to celebrate International Seafarers Day. Additionally, NCIG staff regularly supports MTS, such as the MTS annual art display event during which NCIG team members volunteer to collect and setup the displays.
- **Got Your Back Sista** – A long time sponsor of Got Your Back Sista (GYBS), this year 34 NCIG workers came together in support of the 'I Run for Her' campaign. Throughout the year, NCIG employees also participated in four 'Corporate Cook Ups' at the GYBS headquarters. Together, staff cooked hundreds of meals for women and children suffering the effects of domestic violence.

FUNDRAISING

Our team is made up of locals and NCIG is proud to support the organisations that matter to them. This year our team support various organisations including:

- Tingara Fire & Rescue Lolly Run
- Newcastle Middle School Golf Day
- Newcastle Touch Football Club
- Mayfield East Primary School
- Lifeline Push Up Challenge
- Condobolin Safe Place for Women and Children
- Camp Quality
- Dry July
- Starlight Foundation Super Swim Challenge

VOLUNTEERING

During the year NCIG participated in 45 community/partner events, with a total of 167 staff interactions across 60 unique participants. This high number is reflective of our highly engaged workforce who truly feel engaged with our local region.



Engagement



Our stakeholder relationships are central to our business and our success. We work closely with our community and stakeholders to understand their expectations and concerns and are committed to maintaining strong relationships with them to deliver positive business outcomes.

STAKEHOLDER ENGAGEMENT FRAMEWORK

NCIG's Stakeholder Engagement Framework assists NCIG management to structure and focus interactions with internal and external stakeholders. This business level plan outlines all key stakeholders and reviews performance against defined relationship goals on a quarterly basis. More detailed plans were developed by internal teams during the year and include significant responsibilities for engaging with stakeholders.

In FY24 a materiality assessment was conducted during the development of our FY25-27 business strategy. The process provided an understanding of the priorities that key stakeholders assign to a range of contemporary issues. The information will help guide future dialogue and with each stakeholder group.

COMMUNITY ENGAGEMENT GROUP (CEG)

NCIG's Community Engagement Group (CEG) is comprised of local community representatives covering key geographic areas around our operation. The CEG is an avenue to communicate information about our operations and to give a voice to community members on matters important to them. This typically includes our operational activities, environmental performance and community investment initiatives. Three regular meetings were held throughout the period. NCIG welcomed the involvement of a new member from the Stockton Community Group with particular interest relating to the

Port of Newcastle's recently published proposed green energy precinct and how this might impact NCIG. During these meetings, the CEG were presented with insights into current economic predictions for the mining industry, updates on key project from internal project leads and offered opportunities to ask open and direct questions to NCIG executive staff members.

COMMUNITY NEWSLETTERS

NCIG produces regular newsletters to keep the community informed of operational developments within the business. These newsletters are printed and delivered to local households within key geographic areas around the Newcastle Port. We partner with local charity, not-for-profit or sporting organisations to deliver these newsletters in exchange for a donation to their organisation. A team of volunteers from Doggie Dates NSW distributed the December newsletter, providing a chance to connect with their fellow volunteers and take their four-legged friends for a walk around the local area.



COMMUNITY SITE TOURS

As part of NCIG's engagement with the local community, free site tours are available for interested parties. These tours are an opportunity for locals and visitors alike to see behind the scenes of NCIG's operation. During the period, NCIG hosted a number of community site tours for groups ranging from 2 up to 40 in participants numbers. One of the larger groups hosted, was a group of residents from Fern Bay. With a particular interest in dust management, the group was provided with a detailed presentation regarding NCIG's stringent controls and an opportunity to tour the site during operational hours. Feedback from the residents was positive and they were appreciative of NCIG taking to time to show them through the terminal and in particular how NCIG controls critical environmental issues.

ENQUIRIES & COMPLAINTS

NCIG operates a community complaints and enquiries service for concerned and interested members of the public. The prompt response to community enquiries or complaints from the public is an important aspect of NCIG's community engagement obligations. The details of a 24/7 enquiries service are available to the public through our website and regular publications such as newsletters.

In FY24, there were no registered complaints received that required NCIG to modify operational activities. Overall, a very limited number of complaints have been received since commencement of operations in 2010.

AWARDS

NCIG proudly received two external awards during the reporting period.

- **Hunter Water (Love Water) Award** – NCIG received this award for its Recycled Water initiative. The award was presented to NCIG at the annual Business Hunter Event in Newcastle.
- **Newcastle Business Club – Organisation of the Year Award** – NCIG received this award for its contribution to the City of Newcastle through its sustainability initiatives and community investment program. The award was presented to NCIG at the annual Newcastle Business Club event in Newcastle.

Several employees were also shortlisted as finalists and/or winners of personal recognition awards, namely:

- **Naomi Dockrill, Technology Manager** – Finalist, 2024 NSW Women in Mining, Exceptional Woman Award
- **Kieran Moss, Mechanical Apprentice** – Winner, 2024 Zeal Futures, Student of the Year
- **Kate Schiffmann, Electrical Technician** – Winner, 2024, NSW Training, Woman in Non-Traditional Role

INDUSTRY STAKEHOLDER ENGAGEMENT

NCIG engaged in a more structured program of consultation with the key stakeholders in the coal chain during FY24. An engagement tool was developed in-house to track and plan interactions with key industry stakeholders. The process is used to ensure NCIG remains abreast of any industry changes and development. This engagement approach also helps NCIG better represent the interests of its shareholders and customers.



INVESTOR RATINGS

This year, NCIG participated in the GRESB ESG benchmark assessment for infrastructure assets for the fifth time. GRESB is an independent organisation providing validated ESG performance data and peer benchmarks for participating companies. Despite being classified in a new subindustry, we again achieved an overall score of 96/100, three points above our peer group average. We also ranked 140th from 694 global infrastructure asset companies. This achievement once again reflects the strength of our sustainability strategy, targets and performance reporting of ESG-related risks and opportunities.

Our corporate sustainability risk and performance was also rated by Sustainalytics during the year, a global leader in ESG research data serving institutional investors and corporations. With the most recent rating update in April 2024, we achieved a:

- Ranking of 4th of 403 global companies in the Transportation Industry Group.
- Rating of Low for ESG risk exposure.
- Ranking of 766th of 16,049 global companies in the entire Sustainalytics database.



KEY STAKEHOLDER ACTIVITIES IN FY24



COMMUNITY

- Three Community Engagement Group meetings (August, November and April).
- Hosting of site tours for community members and groups throughout the year.
- Two afternoon teas hosted for Community Support Program recipients.
- Community newsletters distributed twice per year to households in neighbouring suburbs.



CONTRACTORS

- Regular meetings with our contractors on workplace safety, operational performance, major shutdowns, and other critical site activities were undertaken throughout the year.
- Internal site bulletins and daily contractor 'Toolbox Talks'.
- Contractor companies are required to complete regular risk-based health and safety audits to maintain accreditation to work on the NCIG site.
- Our site HSEC consultation committee, which has contractor representation, meets bi-monthly to discuss updates on safety, environment and sustainability.



CUSTOMERS / SHIPPERS

- Consultation with our customers is a continuous and consistent activity.
- Regular meetings inform customers of performance and logistics updates and provide a regular opportunity for customer feedback.
- Third Customer Satisfaction Survey achieved 91% voluntary participation rate.
- 33 site tours specifically for customers.



EMPLOYEES

- We completed an employee engagement survey, in which 91% of employees voluntarily participated.
- Regular Communication Days during which employees learn about our performance, progress against targets and any special projects and/or achievements. In FY24 there were 12 sessions.



INVESTORS & INSURERS

- Our Commercial team regularly liaises with representatives of our major investors and insurers and (potential) insurers and lenders, often in continuation of our longstanding relationships.
- Participation in the 2024 GRESB Benchmark, which assesses our ESG strategies, policies, management approach and performance.
- Four site tours specifically for business, insurance and finance sector partners.



GOVERNMENTS & REGULATORS

- NCIG has specific regulatory frameworks and reporting requirements for which we fully meet our obligations.
- Site tours for the Newcastle/ Hunter division of the Environmental Protection Authority (EPA) in May 2024, and the Cyber and Infrastructure Security Centre (CISC) in September 2023 as part of a site audit.



INDUSTRY

- Cooperation with Mission to Seafarers for Christmas hampers and International Day of the Seafarer gift packs.
- Hosted the Australian Coal Terminals Engineering Community of Practice conference.
- 15 industry site tours.
- ELT visit to Whitehaven Mines.
- NCIG exhibited at the Moolarben Open Day.
- CEO presented to Coal Industry Future Leaders group.



GENERAL PUBLIC

- Reporting of our 2023 Sustainability Report, biannual Sustainability Scorecards, website news and social media, providing transparency on our sustainability performance.



SPECIALIST GROUPS

- Collaborations with National Parks and Wildlife Services and other government agencies, University of NSW Water Research Laboratory, University of Newcastle, and the Hunter Bird Observers Club.



SHAREHOLDERS

- Our Board comprises of representatives from each of our shareholders. A performance report is provided to the Board monthly, and Board meetings are held quarterly.



SUPPLIERS

- We value collaborative relationships with existing and potential supply partners. We work closely with our suppliers and conduct collaborative contract reviews, which are a continuous feature of the NCIG supplier relationship.

Procurement



highlights

\$45.9M total expenditure

\$34.6M spent with local suppliers

\$10.9M spent with other Australian suppliers

99% total expenditure in Australia

75% of total expenditure was local

We are committed to supporting the prosperity of Newcastle and the Hunter Region and aim to source as much as possible from local businesses.

Our target is 70% of total expenditure to be spent locally, which we achieved this year.

SUPPORTING OUR LOCAL ECONOMY

NCIG aims to make purchasing decisions that meet our operational needs while minimising the social and environmental impacts of the goods or service being procured. We also want to make a substantial economic contribution to the prosperity of our local region by giving preference to local businesses where feasible and within our procurement guidelines.

We aim to source as much as possible from local businesses with many of our critical supply partners based in Newcastle and the broader Hunter Region. Local procurement for NCIG means the purchase of goods and services from businesses that have a local office in the Local Government

Areas of Newcastle, Port Stephens, Lake Macquarie, Maitland, Dungog, Muswellbrook, Upper Hunter, Singleton, Cessnock and Central Coast. Our pre-tender identification process also considers local businesses, and our tender evaluation process weights local businesses favourably. Our total spend on goods and services in FY24 was \$45.9 million. Through our local procurement strategy in FY24 our total local spend was \$34.6 million, which was 75% of our total procurement expenditure. The total amount spent within the rest of Australia was \$10.9 million, bringing total spend in Australia to \$45.5 million (99%).

SUSTAINABLE PROCUREMENT

We recognise that sustainable procurement practices represent opportunities for us to promote social and economic value creation, and to contribute to the potential for development of social and environmental innovation.

Improved procurement processes

In FY24 we reviewed our procurement processes to explore how we can look beyond our standard assessment criteria and outline broader social and environmental considerations. This year there were two key initiatives:

- A stepped maturation in procuring for major projects, looking to enhance decision-making for larger spend projects. Each project will be tendered to a panel of suppliers and assessed based on established criteria, with broader social and environmental considerations.
- Our Procurement Policy and Procurement Procedure were both updated and approved in June 2024.

CONTRACTING COMPANY AUDITS

There were 15 Contracting Company Audits during the period. Contract companies are required to complete audits against their HSEC management systems to maintain accreditation to work on the NCIG site. Three of the companies audited did not achieve the minimum score of 75%. NCIG and WHS auditor Pegasus are currently working with these companies to ensure their health and safety systems and practices achieve the required threshold standard.

MODERN SLAVERY

NCIG is part of a global value chain, and we acknowledge we are potentially exposed to modern slavery risks. We are committed to acting ethically and with integrity across all of our business dealings and relationships. This includes implementing effective systems and controls to ensure modern slavery does not occur in our business.

We strive to uphold the Modern Slavery Act 2018, which requires prescribed businesses to prepare due diligence measures to combat slavery in their supply chains. We believe that we take appropriate steps to reduce and mitigate the impacts of modern slavery within our supply chain. Accordingly, we have incorporated modern slavery provisions into our contracts and procurement documentation.

Modern Slavery Policy

Our Modern Slavery Policy outlines the expectations we have of our employees and details the actions that are to be taken in the event of the identification of modern slavery within our business processes.

Modern Slavery Statement

Our annual Modern Slavery Statement, which can be found on our website, outlines the progress we have made during each year and identifies future actions that aim to increase internal awareness of modern slavery risks across the business. NCIG's Annual Modern Slavery Statement was approved by the NCIG Board in December 2023 and submitted to Australian Border Force in accordance with the requirements of the *Modern Slavery Act 2018*.

Employment

Our approach to recruitment and selection promotes local opportunities. NCIG is committed to supporting the prosperity of Newcastle and the Hunter Region through our recruitment and selection approach to promote local opportunities.

We believe that local employment is critical to maintaining a responsive and agile workforce and is a key principle in our strategy to optimising sustainable operations. It is also important to us that we provide opportunities for quality employment within our local community and provide skills training for future employability of our employees.

EMPLOYING LOCAL PEOPLE

During the year we welcomed seven new people across various areas of the business, all of whom reside in our local area. We have a strong tradition of engaging local contractors, across maintenance, engineering, human resources and other specialist services. The daily operation of NCIG relies on the critical role played by a number of our key contractors, particularly in maintenance functions across several specialised technical disciplines. Representatives from contracting organisations such as Downer, Port Hunter Conveyors, Cleanaway, UGL Operations, Goldsprings and Wheeler Cranes, were familiar faces within our business throughout the year, and are an important part of the NCIG team. NCIG's contracting philosophy is critical to a responsive and agile workforce. We will continue to support local businesses in this endeavour, a key principle in our sustainability approach.

WORKFORCE OF THE FUTURE

For several years NCIG has nurtured industry partnerships that stimulate careers in STEM (Science, Technology, Engineering and Mathematics). This is important to us because our current and future success of our business relies on engineering excellence. We currently support the HunterWiSE Schools Outreach Program, led by a group of passionate academics and teaching professionals at the University of Newcastle. The Schools Outreach Program targets female high school students in Year 8 in fostering an interest in STEM studies.

This year we introduced the NCIG HunterWiSE Scholarship for Women in STEM in partnership with HunterWiSE. The scholarship is available to women in their second year of university who are studying a STEM-related degree.

The scholarship intends to encourage students to complete their studies and was introduced as a direct response to the drop-out rates of women studying STEM-degrees as observed by HunterWiSE and the University of Newcastle. The two NCIG scholarships are awarded annually and are valued at \$8,000 each. In FY24 the inaugural scholarships were awarded to Amarah Budden, Bachelor of Engineer (Honours) and Chloe Martin, Bachelor of Chemical Engineering (Honours).



HunterWiSE

One of the recipients of our inaugural NCIG HunterWiSE STEM Scholarship is Amarah, who has a passion for mathematics and problem-solving and is studying a Bachelor of Engineering (Honours). Amarah currently resides on the Mid North Coast, necessitating travel to and from the University of Newcastle on a weekly basis. The NCIG HunterWiSE STEM Scholarship will provide Amarah with additional financial means to relocate to Newcastle, to balance the pressures of part-time work and studies.

“I am deeply grateful for your generous support through the NCIG HunterWiSE Scholarship for Women in STEM. As a woman in engineering, your kindness not only lightens my financial burden and allows me to access more opportunities closer to the university but inspires me to excel in a field where representation is crucial. Your commitment to supporting women in engineering empowers me and many others to strive for excellence and break barriers. I am honoured to be the recipient of your scholarship and am determined to meaningfully contribute to the engineering community. Thank you for believing in me.”

Amarah

OUR OPERATIONAL PERFORMANCE

Committed to
delivering the *benchmark*
service to meet our
customers' needs





Our quest is for operational excellence

Our operational excellence focuses on sustainably optimising throughput and vessel loading rates to ensure our customers can achieve the best possible return on their investment. Our modern, highly automated operations run effectively with a lean workforce, and we provided strong operating and asset management practices.

This year we loaded 49.0 Mt of coal onto 545 ships. We unloaded 5,979 trains during the year and recorded our largest 24-hour inbound tonnage of 266,945 t on 9 June 2024, and our second largest total coal movement to date of 483,467 t on 14 March 2024. We also welcomed the MV Shin Koryu on 16 December 2023, the largest vessel ever loaded at our terminal. The ship received 166,315 t, which is 863 t more than the previous largest vessel loaded in 2018. Another achievement for the year was maintaining our market share.

highlights

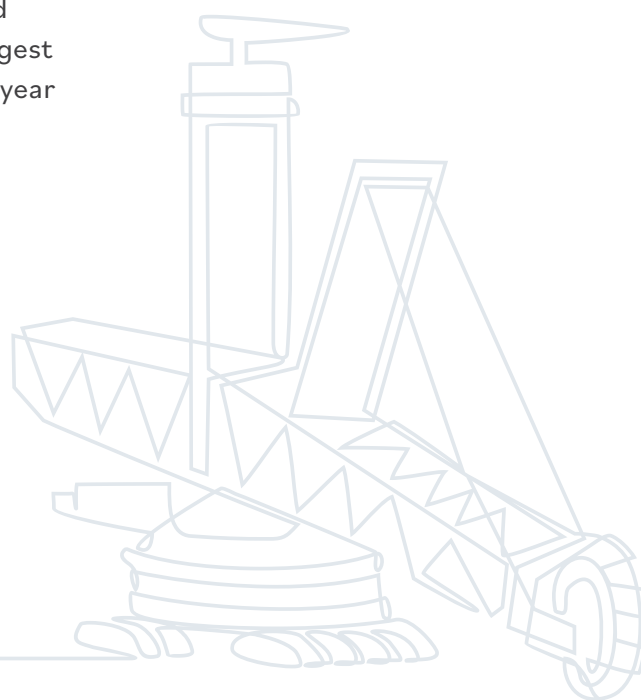
49.0 Mt
Coal loaded

545
Ships loaded

5,979
Trains unloaded

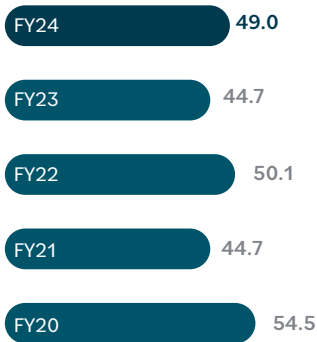
70.5 Mtpa
Operating Capability

3.9 days
Vessel turnaround time



TERMINAL THROUGHPUT

Our terminal throughput is a measure of the total amount of coal we load onto vessels during the year. In FY24, our terminal throughput was 49.0 Mt, an increase of almost 10% compared to last year.



Throughput | Mt

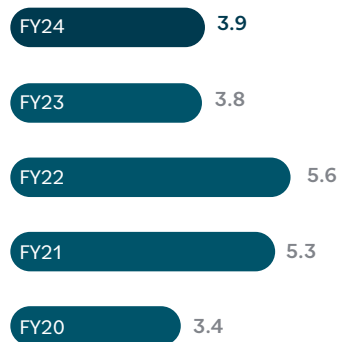
VESSEL TURNAROUND TIME

Vessel turnaround time (VTAT) is a metric of the total time of a vessel loading event, including any delays encountered. It is calculated as the time between vessel arrival to the port until completion of the loading event at NCIG. We achieved above target vessel loading rates this year with an average vessel turnaround time of 3.9 days and ended the year with a very small vessel queue. The average vessel size remained static over the reporting period and in line with previous years ranging between 83 kt to 100 kt.

Coal availability continued to be the largest determinant of our vessel turnaround result. We continued to work with customers and industry partners during the period to ensure our VTAT and vessel management process is as efficient and effective as possible. Although rainfall was less intense than in previous years, it was widespread and created strong freshwater flows in the Hunter River at times, resulting in vessel movement restrictions. Controls to cease loading whilst vessels were passing were also implemented to minimise the contact between our shiploaders and the vessels.

Fortunately, there was less debris in the harbour than previous flooding events and the river siltation was well-managed by Port of Newcastle with no loss of channel depth throughout the high flow periods. Harbour pilot and tugboat availability also impacted vessel movements during the year. Nonetheless, our consistency in providing fast vessel turnaround can be attributed to good load rates and management of plant availability.

Other categories of the VTAT metric, such as ‘vessel time at berth’ and ‘wait off coast’ remained consistent throughout the year, indicating a solid performance of our shiploaders and the operation and maintenance teams who supported our service delivery. Vessel detentions were also reduced during the year, reflecting the increased focus and coordination efforts of the maritime industry.

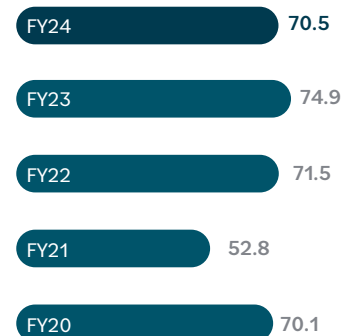


Vessel Turnaround Time | Days

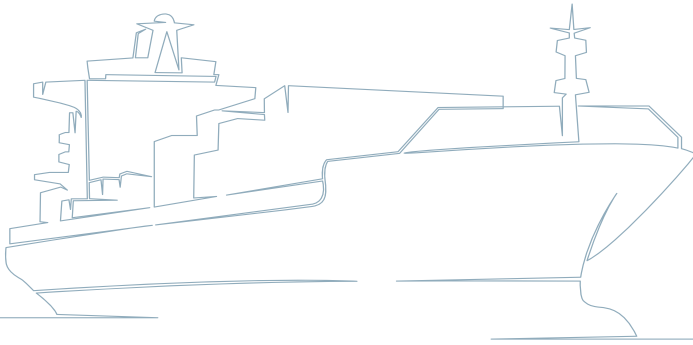
OPERATING CAPABILITY

Operating capability is NCIG’s measure of the potential throughput had demand been available. It is calculated by extrapolating the actual performance of the terminal across ‘vessel sized’ gaps where the terminal is underutilised. The target operating capability for FY24 was determined, via simulation modelling, to 71.1 Mtpa. The full year result was 70.5 Mtpa.

We achieved above target loading rates and maintained berth discipline, however the key detractor from the target resulted from reduced outbound plant availability due to unplanned corrective maintenance activities, which impacted plant availability to a greater extent than previous years. Stacker Reclaimer conflicts slightly increased during the year as we prioritised customer flexibility without adversely impacting loading rates. Occasionally, the utilisation of NCIG’s Adverse Weather TARP led to necessary delays during thunderstorms, to ensure people and equipment remained safe.



Operating Capability | MTPA

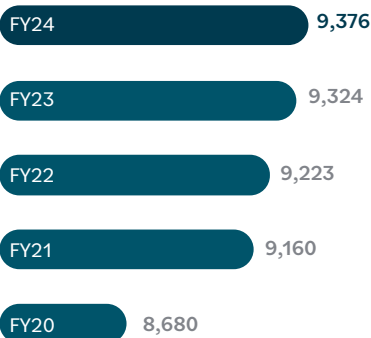


INBOUND GROSS UNLOAD RATE

The infrastructure at NCIG continues to operate at levels that are the benchmark for Australian coal terminals. Our terminal’s train unloading performance achieved an average train Gross Unload Rate (GULR) for the year of 9,376 tph vs a target of 9,140 tph. We also recorded our largest 24-hour inbound tonnage of 266,945 t on 9 June 2024.

This performance is the result of several factors, in particular the reliability of NCIG’s inbound plant Rail Haulage Providers (RHPs) modernised fleet with more reliable locomotives, and our automated unloading process. Overall coal quality has improved from the mature source mines and a reduction of coal sourced from clay rich seams reduced the instance of coal 'hang-up' in wagons.

The rail network was impacted by weather disruption and track reliability during the year, contributing to an unprecedented peak in train cancellations, particularly in the second half of the year. Despite network disruption, coal movements through the Harbour were at a three-year high (174 Mtpa) in December.

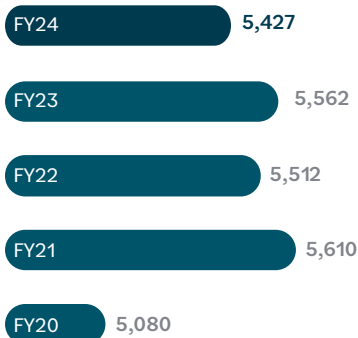


Inbound Gross Unload Rate (GULR) | Tonnes Per Hour

OUTBOUND GROSS LOAD RATE

This year we consistently achieved above target vessel Gross Load Rate (GLR) of 5,310 tph with an overall result of 5,427 tph.

Whilst loading rates dipped slightly compared to FY23 results, the benefits of the NCIG reclaim optimisation project continue to be reflected in GLR performance. We have delivered greater value to our customers through deliberate and targeted flexibility such as increased remnant management and quality focused reclaim instructions. As a result, Stacker Reclaimer conflict rose slightly over the year.



Outbound Gross Load Rate (GLR) | Tonnes Per Hour

LOGISTICS AND PLANNING

New financial system

NCIG’s customers will benefit in FY25 from the work completed during the year building and integrating a new Finance and Maintenance System. The new platform was developed in consultation with our customers and allows them to remain entirely within our Logistics Management System (LMS) ecosystem to access shipping invoices, a process previously generated manually via spreadsheets. Using the new system results in faster invoice generation, with less chance of errors and requires significantly less administrative effort. See case study on page 58 for further detail on this project.

Maritime strategy

We continue to work on developing a greater understanding of the Maritime industry; the role and responsibility of terminals, and the skills and knowledge of the individuals who work at terminals. NCIG engaged the services of an experienced Marine Consultant, who reviewed our current practices and advised on addressing gaps in best practice. The aim of the work was to reduce the risks to the terminal by exposure to the vessels and the mariners, as well as reducing the knowledge gap between our terminal and the administrators of Newcastle Harbour. NCIG will implement selected recommendations from the work in FY25.



Mark Rae, Technician Coordinator

MATERIAL PROCESS INCIDENTS

Material process incidents are those that we consider significantly affect our business, customers or other coal chain stakeholders. They typically involve coal handling process errors, and we aim to remediate them within seven days, in consultation with our customers. During the year NCIG experienced no material process incidents with a single incident recorded in the previous year. NCIG implemented many corrective actions to address the shortcomings that contributed to the previous process incident.

ASSET MANAGEMENT

NCIG takes a holistic approach to asset management; proactively and sustainably managing risks, cost, condition and performance of our assets over the life of the terminal to ensure we meet customer requirements. Our reliability assurance program is founded on a comprehensive preventative Maintenance Strategy and extensive condition monitoring to optimise the life of our equipment. This approach allows us to conduct major equipment repairs and replacements in a well-planned and controlled manner, maximises equipment availability, minimises safety risk and allows cost prudence to be incorporated into every job.

Our engineering and maintenance teams look to the future to ensure that the terminal can continue to meet current and future throughput demands of the business. By predicting the long-term modes of equipment deterioration, identifying obsolete parts, and monitoring for changes in standards or operating demands they determine the necessary major maintenance activities for the plant.

During FY24 several projects were planned and undertaken to ensure the reliability of our infrastructure, the largest was the refurbishment of the beams supporting the railway tracks in Dump Station DS01. This work was conducted by a team working around the clock for 33 days.

Other major maintenance activities included:

- Shiploader SL02 Luff Rope Replacement.
- Wharf Fender Refurbishment.
- Wharf Pile Wrapping.
- Realignment of Conveyor CV10 and the rails for Stacker Reclaimer SR03.
- Replacement of the 2.7km long conveyor belt on Conveyor CV08.
- Replaced numerous pulleys, motors, gearboxes and short conveyor belts.

There was also an unplanned outage of seven days for corrective works to replace the luff pivot bearing on Shiploader SL02. This bearing showed premature signs of deterioration that was progressing rapidly. The team were able to successfully prolong the safe operating life of the assembly by a few weeks allowing for procurement and fabrication of the necessary parts. The installation was conducted around the clock to minimise disruption to the industry and our customers.

Our electrical engineering team ensures that the technology used to keep the plant operating remains current and serviceable. In FY24 a growing list of the originally installed, electronic equipment became obsolete. With the manufacturers no longer providing spare parts or service support, the team must select modern equivalent replacement parts that often require redesign of the mating components. The obsolescence program included upgrade of:

- Fire alarm control panels
- Operating technology data network switches
- Control system network
- SR03 Variable Speed Drive
- SR04 Variable Speed Drive



Finance and Maintenance System Replacement (FMSR) Project

The Finance and Maintenance System Replacement (FMSR) Project sought to replace NCIG's existing financial management software that supports financial, warehousing and maintenance functions, with a more modern product. The core objective was to deliver an integrated solution for NCIG's finance and maintenance business systems, to improve employee productivity (including reduction of manual processes and duplication), enable on demand analytics, and meet our cyber security standards.

Work initially commenced on this project five years ago, with deep analysis of our needs, suitable options and consideration of future growth opportunities all taken into consideration. A dedicated project team was created to work alongside the selected software provider, seamlessly integrating business needs with strong cyber security requirements and user experience. The project was successfully delivered in FY24, with a successful cross-over to the new system and minimal operational disruption. This new system will continue to evolve with the needs of the business and provide an improved user experience to staff members, customers and contractors alike.

CONTINUOUS IMPROVEMENT

NCIG has an ongoing program of continuous improvement with all teams encouraged to innovate and make small changes that enhance the efficiency of our business and implement controls that reduce the risks associated with our operations.

In FY24 our headline improvement project was the FMSR project which is showcased below. Additionally, risk mitigation works included:

- Lightning safe places building upgrades
- Stacker Reclaimer boom conveyor fire detection capability
- Working in the right place software development

TECHNOLOGY

Cyber security & data protection

With growing global trends of personal data theft and malicious cyber activity, NCIG strives to be progressive and mature in our approach to cyber security management. NCIG continues to maintain our alignment with the Australian Cyber Security Centre's Essential 8 (E8) strategy to protect against cyber security threats and mitigate the risk of incidents. Acknowledging that this standard continues to evolve with technology developments we apply the latest cyber security detection and control systems to minimise risk. Our cyber security approach includes a series of multi-layered controls that can protect and detect cyber security threats to the business. We are fastidious in the application of software patching and closely monitor all our systems for identified vulnerabilities.

We recognise that workforce capability is essential to manage cyber security. NCIG provides ongoing training for our workforce and conducts random email phishing tests. With regards to personal data, we ensure that only essential personal data is held and is consolidated within secured systems.

IT improvements

We run a technically advanced business with state-of-the-art electrical, business and control systems.

We invest in technology to continuously improve the efficiency and effectiveness of the service that we offer to our customers. Throughout our history we have critically evaluated the commercially available software offerings relative to what we can create using our own talented workforce.

IT improvement projects

This year we undertook several IT improvement projects including security penetration testing and an audit of internally developed software management processes. Other projects include:

- **Data Warehouse extension** – key metrics can now be loaded through a new Extract, Transform & Load (ETL) application that extracts, cleanses, and loads the data through an automated process with error handling.
- **Integrated Resource Planning (IRP) tool** – This bespoke software, developed by our in-house team, extracts planned leave data from the time and attendance system and integrates with other systems that captures non-routine team member allocation. The output displays workforce availability at a glance, allowing for improved management of work demands and resource availability.
- **Corporate Network Switch replacement** – three-year project will phase in replacement of end-of-life-switches in the corporate network, with a simplified, higher speed and more reliable core network structure, thereby ensuring overall network continuity and improved performance.



Naomi Dockrill, Technology Manager

LMS improvement projects

Our Logistics Management System (LMS) helps manage the movement of coal around our operations. Improvements made to the LMS throughout the year include:

- **OnePort** – successful integration of the new Port Authority of NSW, OnePort system.
- **Customer notifications module** – a module added to enable the creation and storing of consistent customer communications, including attachments, to be issued to specific distribution lists.
- **Vessel vetting** – vessel vetting and dust management and ratings from the inbound moisture meter added.
- **Stockpile veneering campaigns** – successful addition of information that assists with the plan development and recording of stockpile veneering campaigns.



CISC Security Audit

NCIG was audited by inspectors from the Cyber and Infrastructure Security Centre (CISC) in September 2023. CISC is part of the Commonwealth Government's Department of Home Affairs and is the national security regulator.

The audit aimed to confirm NCIG's compliance against our international maritime security obligations as defined by the *Maritime Transport and Offshore Facilities Security Act 2003* and the NCIG Maritime Security Plan. The audit involved a review of all available administrative procedures and performance data, together with an inspection of physical security controls.

The audit confirmed that NCIG was compliant with all relevant regulatory and procedural security requirements, with only two minor 'Observations for Improvement' identified by the CISC audit team.

2024 ESG Data

Data reported has been internally validated, and Scope 1 and 2 emissions data has been third-party assured.

OPERATIONAL PERFORMANCE	FY24	FY23	FY22	FY21	FY20
Throughput (Mt)	49.0	44.7	50.1	44.7	54.5
Inbound Gross Unload Rate (tph)	9,376	9,324	9,223	9,160	8,680
Outbound Gross Load Rate (tph)	5,427	5,562	5,512	5,610	5,080
Operating Capability (Mtpa)	70.5	74.9	71.5	52.8	70.1
Number of trains unloaded (train count)	5,979	5,516	6,089	5,586	6,998
Number of ships loaded (vessel count)	545	497	545	477	594
Vessel Turnaround Time (days)	3.9	3.8	5.6	5.3	3.4
Material Process Incidents	0	1	0	2	0

PEOPLE & CULTURE	FY24		FY23		FY22		FY21		FY20	
PEOPLE	M	F	M	F	M	F	M	F	M	F
Employees - full time	84	20	83	17	81	13	77	15	88	11
Employees - part time	6	3	7	4	4	5	6	6	0	7
Fixed term - full time	1	0	1	0	1	1	1	1	1	1
Fixed term - part time	0	1	0	1	0	1	0	1	0	0
Total number of employees	116		113		106		107		108	
BY AGE										
<30	5	10	5	8	4	7	1	9	1	5
30-50	56	11	54	10	53	11	62	13	62	13
>50	31	3	32	4	29	2	21	1	26	1
LEADERSHIP										
Executive Leadership Team	6	2	6	2	6	2	5	2	5	2
% Leaders that identify as female	25%		25%		25%		28.6%		28.6%	
RECRUITMENT & RETENTION										
New hires	3	4	8	8	9	2	2	6	1	3
% New hires that identify as female	57%		50%		18%		75%		75%	
Voluntary employee turnover (%)	3.4%		8%		7.5%		5.6%		2.8%	
GRADUATES & APPRENTICES										
Number of new apprentices placed	1	0	1	0	1	1	0	0	0	2
Total number of apprentices hosted	3	3	2	3	1	3	2	2	2	2
Number of graduates hosted	1	0	1	0	0	0	0	0	0	1

PEOPLE & CULTURE CONT...	FY24	FY23	FY22	FY21	FY20
SAFETY					
Fatalities	0	0	0	0	0
Lost Time Injuries	0	0	0	0	1
Restricted Workday Injuries ^{a*}	1	1	3	-	-
Medical Treatment Injuries	0	1	0	0	0
First Aid Injuries	10	4	8	10	16
Occupational Illness ^b	0	0	0	2 ^b	0
Lost Time Injury Frequency Rate (LTIFR)	0	0	0	0	2.55
Total Recordable Injury Frequency Rate (TRIFR) ^c	2.66	5.59	8.01	0	2.55
Hours worked (Employees + Contractors)	375,842	357,526	374,370	466,916	391,456
Rolling days without lost time injury	1,800	1,434	1,068	703	338
<small>a Prior to FY22, Restricted Workday Injuries were classified as Lost Time Injuries b Prior to FY21 Occupational Health Illness was monitored and reported within other injury types c TRIFR is defined as the total number of recorded injuries requiring medical treatment per million hours worked on site. Tracked for NCI/IG personnel and operations-based contractors in PULSE. Prior to FY22, we reported TRIFR as Lost Time Injury Frequency Rate</small>					
HEALTH & WELLBEING					
Unplanned absenteeism (% of total hours)	3.9%	3.6%	4.2%	2.7%	3.4%
Employees receive mental health training (%)*	86%	85%	84%	-	-
DIVERSITY & INCLUSION					
Number of female employees	24	22	20	23	19
% Women in total workforce	21%	19%	19%	21%	18%
% Recruitment activities with shortlist involving female candidates*	83%	100%	88%	-	-
TRAINING & DEVELOPMENT					
Total average hours of training per employee	29	33	34	55	47
% Employees receive training and development above role requirements*	57%	57%	58%	-	-
EMPLOYEE ENGAGEMENT					
Percentage of employees covered (%)	100	100	100	100	-
Survey response rate (%)	91	92	86	95	-

* First time reported in alignment with targets established in FY22

OUR PLANT & ENVIRONMENT	FY24	FY23	FY22	FY21	FY20
EMISSIONS					
Greenhouse gases (tCO₂e)					
Total Scope 1 + Scope 2	34,946*	45,317	54,156	51,614	67,923
Scope 1	379	324	366	514	333
Scope 2	34,567^d	44,993 ^d	53,790 ^d	51,100 ^d	67,590
Emissions intensity (tCO ₂ e/Mt throughput)	713^d	1013.8 ^d	1,081.2 ^d	1,154.4 ^d	1,247.4
<i>* Includes calculated reduction in emissions associated with LGCs.</i>					
<i>^d Includes calculated reduction in emissions associated with certified green energy procurement.</i>					
Air quality (kg)					
Particulate matter 10 um	53,603 kg	62,564*	57,351	56,075	66,400
Particulate matter 2.5 um	420	344	409	576	57
ENERGY					
Total energy consumption (GJ)	270,249	252,016	278,436	260,456	305,942
Transport fuels (GJ)	3,269	2,849	3,112	3,614	4,503
Stationary fuels (GJ)	2,844	2,633	2,974	4,501	1,041
Electricity (GJ)	264,000	246,532	272,350	252,341	300,398
% purchased certified green energy	30%	10%	10%	10%	0%
WATER					
Annual rainfall at NCIG (mm)*	1,052	1,049	1,285	1,480	814
Potable water consumption (ML)	91	99	134	155	530
Captured water consumption (ML)	298	525	570	564	505
Recycled water consumption (ML)	212	40.4	0	0	0
Captured water as proportion of total consumption (%)	50%	81%	81%	78%	49%
Water usage intensity (ML/MT throughput)	12	15	14	16	19
Reduction in potable water use (%)**	80%	78%	71%***		
<i>* Annual rainfall figures represent measurement of rainfall captured at NCIG.</i>					
<i>** Reduction in potable water use per year compared to FY15-20 baseline.</i>					
<i>*** Reduction in potable water primarily due to high rainfall during FY22 and is compared to FY15-20 baseline.</i>					
BIODIVERSITY					
Hectares managed (Ha)	102	102	102	102	102
Successful Green and Golden Bell Frog breeding events	0	0	0	1	1
Number of Shorebird species recorded in Compensatory Habitat	9	14	10	11	9
Funding committed towards biodiversity conservation initiatives (\$)	\$264,000	\$242,000	\$231,000	\$193,000	\$188,000

OUR PLANT & ENVIRONMENT CONT...	FY24	FY23	FY22	FY21	FY20
WASTE					
Total waste generated (tonnes)	401	284	398	652	240
Recycling (tonnes)	298	192	297	517	145
Landfill (tonnes)	103	93	101	135	95
Total waste recycled (% , tonnes)	74%	67.6%	75%	79%	61%
Waste generation capacity (t/MT throughput, tonnes)	8.2	6.4	7.9	14.6	4.4
Soft plastic waste collected (kg)	137	728	672	537	559
Cumulative soft plastic waste collected since 2018 (kg)	3,730	3,593	2,865	2,195	1,658
<i>* Soft plastic was not collected in FY24 as explained on page 42.</i>					
REGULATORY COMPLIANCE					
Material Reportable Environmental incidents	0	0	0	1	0
Registered environmental complaints	0	0	0	0	2
Environmental fines or penalties	0	0	0	0	0

OUR COMMUNITY & STAKEHOLDERS	FY24	FY23	FY22	FY21	FY20
SUPPORT					
Total community investment (\$)	\$392,000	\$344,000	\$303,000	\$292,000	\$275,000
Number of community groups supported	63	59	47	45	30
Number of STEM related initiatives supported*	6	4	4	1	1
Number of employees actively participating in community events*	60	70	32	-	-
ENGAGEMENT					
Number of registered complaints	0	0	0	0	2
PROCUREMENT					
Total local spend (\$ millions) ^c	34.6	28.2	26.5	40.5	41.3
Proportion of total expenditure spent locally (%) ^{c*}	75%	73%	76%	-	-

^c The above excludes major utilities (water and electricity), taxes, licences, fees, interest, and other governmental charges.

For FY23 & FY22 we have not included lease expenditure as part of a review on definitions for local expenditure.

* First time reported in alignment with targets established in FY22

GRI Content Index

Statement of Use: Newcastle Coal Infrastructure Group Pty Ltd has reported the information cited in this GRI Content Index for period 1 July 2023 to 30 June 2024 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standard: GRI 12: Coal Sector 2022

Disclosure	Location	Coal Sector Standard
GRI 2: General Disclosures 2021		
2-1 Organizational details	Our Business.	
2-2 Entities included in the organization's sustainability reporting	Our Business.	
2-3 Reporting period, frequency and contact point	Inside front cover.	
2-4 Restatements of information	None.	
2-5 External assurance	This report has not been externally assured. However our emissions and NPI data are also reported to NGERS and undergo limited third-party assurance.	
2-6 Activities, value chain and other business relationships	Our Business, Our Community & Stakeholders.	
2-7 Employees	Our People & Culture, ESG Data.	
2-8 Workers who are not employees	Our People & Culture, ESG Data, Contractor data is included in our performance data for Safety.	
2-9 Governance structure and composition	Governance & Risk Management.	
2-10 Nomination and selection of the highest governance body	MA Governance & Risk Management	
2-11 Chair of the highest governance body	Governance, Risk Management.	
2-12 Role of the highest governance body in overseeing the management of impacts	Governance, Risk Management.	
2-13 Delegation of responsibility for managing impacts	Governance, Risk Management.	
2-14 Role of the highest governance body in sustainability reporting	Governance, Risk Management, MA Governance & Risk Management	
2-15 Conflicts of interest	MA Governance and Risk Management Our Directors each represent shareholders that are also customers.	
2-16 Communication of critical concerns	Governance, Risk Management, MA Governance & Risk Management	
2-17 Collective knowledge of the highest governance body	Our Board and the Board's Audit & Risk Committee oversees sustainability developments. The Board meets five times per year, and agendas include items for legislative and best practice developments.	
2-18 Evaluation of the performance of the highest governance body	The Board self-evaluates its performance, and based on the results, it identifies and implements follow-up actions. The Board and its committees have the ability to seek input from external experts as required.	
2-20 Process to determine remuneration	Targets related to sustainability performance are aligned with NCIG's Annual Business Plan and are included in annual performance appraisals of all employees and management. Each year our people are assigned plant KPIs (business-wide and common to all staff) and personalised performance KPIs relevant to their position description and area of influence. In some cases these additional KPIs are related to additional and material sustainability/ESG related risks and opportunities.	
2-21 Annual total compensation ratio	As a private entity, NCIG does not publicly disclose information related to compensation nor the median annual total compensation of our people.	
2-22 Statement on sustainable development strategy	Chair & CEO Message, Sustainable Operations Strategy, Sustainability Policy	
2-23 Policy commitments	Sustainability Policy , Policies	
2-24 Embedding policy commitments	Governance, Risk Management MA Governance and Risk Management Topic specific management approaches	
2-25 Processes to remediate negative impacts	Whistleblower Policy , Policies , Community enquiries Topic specific management approaches	

Disclosure	Location	Coal Sector Standard
2-26 Mechanisms for seeking advice and raising concerns	Whistleblower Policy , Community enquiries.	
2-27 Compliance with laws and regulations	Governance, Risk Management.	
2-28 Membership associations	NCIG is a member or associate member of Business Hunter, Coal Export Terminal Operators Association, Committee for the Hunter, Hunter Valley Coal Chain Coordinator, NSW Minerals Council.	
2-29 Approach to stakeholder engagement	Our Community & Stakeholders, MA Engagement	
2-30 Collective bargaining agreements	Our People & Culture, Enterprise Agreement (CET 3 Operations Workplace Agreement 2022)	
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	In FY21 we worked with independent consultants and several key stakeholders who provided input into our material topic determination process. Thresholds for reporting and target setting were made and relevant topics are included in our sustainability strategy.	
3-2 List of material topics	Sustainable Operations Strategy.	
3-3 Management of material topics	Sustainable Operations Strategy, Management Approaches, Policies	12.1.1, 12.2.1, 12.3.1, 12.4.1, 12.5.1, 12.6.1, 12.7.1, 12.8.1, 12.9.1, 12.12.1, 12.13.1, 12.14.1, 12.15.1, 12.17.1, 12.18.1, 12.19.1, 12.20.1, 12.21.1, 12.22.1
12.1 GHG Emissions 2022		
302-1 Energy consumption within the organization	Our Plant & Environment, ESG Data.	12.1.2
302-3 Energy intensity	Our Plant & Environment, ESG Data.	12.1.4
302-4 Reduction of energy consumption	Our Plant & Environment, ESG Data.	
302-5 Reductions in energy requirements of products and services	Our Plant & Environment, ESG Data.	
305-1 Direct (Scope 1) GHG emissions	Our Plant & Environment, ESG Data.	12.1.5
305-2 Energy indirect (Scope 2) GHG emissions	Our Plant & Environment, ESG Data.	12.1.6
305-3 Other indirect (Scope 3) GHG emissions	Our Plant & Environment, ESG Data.	12.1.7
305-4 GHG emissions intensity	Our Plant & Environment, ESG Data.	12.1.8
12.2 Climate Adaptation, Resilience & Transition 2022		
201-2 Financial implications and other risks and opportunities due to climate change	We have conducted a gap analysis to better understand the financial implications of climate-related risks and opportunities in readiness to report against impending ASRS.	12.2.2
305-5 Reduction of GHG emissions	Our Plant & Environment, ESG Data.	12.2.3
Additional sector disclosure	Climate Adaptation & Resilience. NCIG is a member of Business Hunter and may, from time to time, provide opinion on submissions pertaining to industry matters.	12.2.4
12.3 Closure and Rehabilitation		
402-1 Minimum notice periods regarding operational changes	Outlined in Enterprise Agreement.	12.3.2
404-2 Programs for upgrading employee skills and transition assistance programs	Our People & Culture.	12.3.3
12.4 Air Emissions 2022		
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ESG Data.	12.4.2
12.5 Biodiversity 2022		
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our Plant & Environment, ESG Data.	12.5.2
304-2 Significant impacts of activities, products and services on biodiversity	Our Plant & Environment, ESG Data.	12.5.3
304-3 Habitats protected or restored	Our Plant & Environment, ESG Data.	12.5.4
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Our Plant & Environment, ESG Data.	12.5.5
12.6 Waste 2022		
306-1 Waste generation and significant waste-related impacts	Our Plant & Environment, ESG Data.	12.6.2
306-2 Management of significant waste-related impacts	Our Plant & Environment, ESG Data, MA Waste	12.6.3
306-3 Waste generated	Our Plant & Environment, ESG Data.	12.6.4

Disclosure	Location	Coal Sector Standard
306-4 Waste diverted from disposal	Our Plant & Environment, ESG Data.	12.6.5
306-5 Waste directed to disposal	Our Plant & Environment. NCIG does not have waste from overburden, rock waste nor tailings.	12.6.6
12.7 Water and Effluents 2022		
303-1 Interactions with water as a shared resource	Our Plant & Environment, ESG Data.	12.7.2
303-2 Management of water discharge-related impacts	Our Plant & Environment, ESG Data.	12.7.3
303-3 Water withdrawal	Our Plant & Environment, ESG Data.	12.7.4
303-4 Water discharge	Our Plant & Environment, ESG Data.	12.7.5
303-5 Water consumption	Our Plant & Environment, ESG Data.	12.7.6
12.8 Economic Impacts 2022		
201-1 Direct economic value generated and distributed	Our Community & Stakeholders (procurement/purchasing locally).	12.8.2
202-2 Proportion of senior management hired from the local community	ESG Data.	12.8.3
203-1 Infrastructure investments and services supported	Our Plant & Environment (Renewable energy procurement/ Power Purchase Agreement).	12.8.4
203-2 Significant indirect economic impacts	Our Community & Stakeholders.	12.8.5
204-1 Proportion of spending on local suppliers	Our Community & Stakeholders, ESG Data.	12.8.6
12.9 Local Communities 2022		
413-1 Operations with local community engagement, impact assessments, and development programs	Our Community & Stakeholders, MA Engagement. NCIG Management Plans also include information about impact assessments related to licence approvals.	12.9.2
413-2 Operations with significant actual and potential negative impacts on local communities	Our Community & Stakeholders.	12.9.3
Number and type of grievances from local communities	Our Community & Stakeholders.	12.9.4
12.12 Conflict and Security 2022		
410-1 Security personnel trained in human rights policies or procedures	Risk Management (Site security), Code of Conduct Policy	12.12.2
12.13 Asset Integrity and Critical Incident Management 2022		
306-3 Significant spills	Our Plant & Environment, ESG Data.	12.13.2
Critical incidents	Our Plant & Environment, Safety, ESG Data.	12.13.3
12.14 Occupational Health and Safety 2022		
403-1 Occupational health and safety management system	Governance, Risk Management, MA Safety , MA Health & Wellbeing	12.14.2
403-2 Hazard identification, risk assessment, and incident investigation	Our People & Culture (Sustain).	12.14.3
403-3 Occupational health services	Our People & Culture (Bounce).	12.14.4
403-4 Worker participation, consultation, and communication on occupational health and safety	Our People & Culture (Bounce).	12.14.5
403-5 Worker training on occupational health and safety	Our People & Culture (Mental Health Resilience Training, Training & Development).	12.14.6
403-6 Promotion of worker health	Our People & Culture (Bounce).	12.14.7
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our People & Culture, MA Safety , MA Health & Wellbeing	12.14.8
403-8 Workers covered by an occupational health and safety management system	Our People & Culture (Safety), MA Safety	12.14.9
403-9 Work-related injuries	Our People & Culture (Safety).	12.14.10
403-10 Work-related ill health	Our People & Culture (Safety).	12.14.11
12.15 Employment Practices 2022		
401-1 New employee hires and employee turnover	Our People & Culture.	12.15.2
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Part-time employees receive the same benefits as fulltime employees.	12.15.3
401-3 Parental leave	Aligned with legislative requirements.	12.15.4
402-1 Minimum notice periods regarding operational changes	Outlined in Enterprise Agreement.	12.15.5
404-1 Average hours of training per year per employee	Our People & Culture, ESG Data. Hours reported include competency and skills training above role re-quirements. Data does not include casuals and apprentices.	12.15.6
404-2 Programs for upgrading employee skills and transition assistance programs	Our People & Culture.	12.15.7
414-1 New suppliers that were screened using social criteria	All suppliers are expected to adhere to NCIG's standard contractual terms and conditions, which include clauses related to Environment, Modern Slavery, Health & Safety, Anti-corruption, and Tax and Legal Compliance.	12.15.8

Disclosure	Location	Coal Sector Standard
12.17 Forced Labour and Modern Slavery 2022		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Modern Slavery Statement	12.17.2
401-3 Parental leave	Aligned with legislative requirements.	12.19.4
414-1 New suppliers that were screened using social criteria	All suppliers are expected to adhere to NCIG's standard contractual terms and conditions, which include clauses related to Environment, Modern Slavery, Health & Safety, Anti-corruption, and Tax and Legal Compliance.	12.17.3
12.18 Freedom of Association and Collect Bargaining 2022		
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our People & Culture, Community & Stakeholders (pro-curement), Modern Slavery Statement	12.18.2
12.19 Non-discrimination and Equal Opportunity 2022		
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not relevant. NCIG has pay parity and well above minimum wages.	12.19.2
401-3 Parental leave	Aligned with legislative requirements.	12.19.4
404-1 Average hours of training per year per employee	Our People & Culture, ESG Data. Hours reported include competency and skills training above role re-quirements. Data does not include casuals and apprentices.	12.19.5
405-1 Diversity of governance bodies and employees	Our Leadership	12.19.6
405-2 Ratio of basic salary and remuneration of women to men	Remuneration is role based and there is pay parity.	12.19.7
406-1 Incidents of discrimination and corrective actions taken	There were no incidents of discrimination in FY24.	12.19.8
12.20 Anti-corruption 2022		
205-1 Operations assessed for risks related to corruption	Risk Management, Code of Conduct	12.20.2
205-2 Communication and training about anti-corruption policies and procedures	All employees are made aware of our company policies during induction.	12.20.3
205-3 Confirmed incidents of corruption and actions taken	Governance, Risk Management (Legal compliance).	12.20.4
Organisational beneficial owners	Our Business.	12.20.6
12.21 Payments to Government 2022		
201-1 Direct economic value generated and distributed	Our Community & Stakeholders (procurement/purchasing locally).	12.21.2
201-4 Financial assistance received from government	None	12.21.3
12.22 Public Policy 2022		
415-1 Political contributions	NCIG's Anti-Corruption Policy prohibits political contributions.	12.22.2

Topics in the applicable GRI Sector Standards determined as not material

GRI 301: Materials 2016, **GRI 408:** Child Labour 2016, **GRI 409:** Forced or Compulsory Labour 2016.

GRI 416: Customer Health and Safety 2016, **GRI 417:** Marketing and Labelling 2016.

SASB INDICES

NCIG is a relatively unique operation, whereby it meets SASB's description for the Air Freight and Logistics industry and the Coal industry. However, in both standards there are topics that are not considered material or relevant. Therefore, NCIG has elected to provide and index for both standards, including those topics that are considered relevant for both standards.

SASB STANDARD: Air Freight and Logistics Standard, Version 2023-12

TABLE 1: SUSTAINABILITY DISCLOSURE TOPICS & METRICS

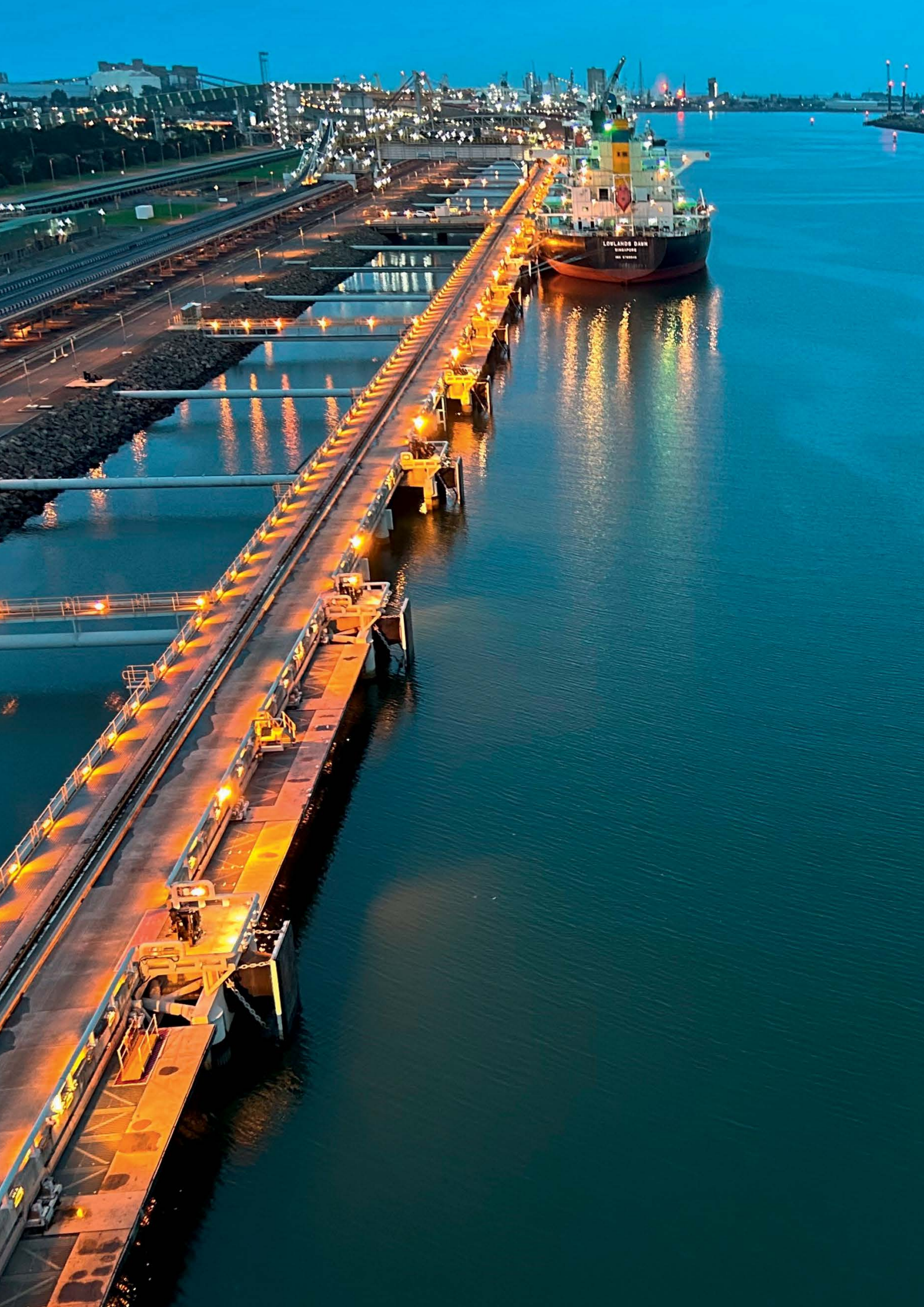
Code	Metric	Response
GREENHOUSE GAS EMISSIONS		
TR-AF-110a.1	Gross global Scope 1 emissions.	Our People & Environment (Emissions) 379tCO ₂ , which comprises less than 1% of our total emissions. NCIG's primary emissions calculation methodology aligns with relevant Australian legislative requirements under the NGERs Act. The majority of NCIG's Scope 1 emissions relate to the combustion of fuel from vehicles. We do not currently collect separate data related to direct CH ₄ emissions.
TR-AF-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	Our People & Environment (Emissions, Net Zero Transition Plan), Operational Net Zero
TR-AF-110a.2	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable.	Total fuel consumption in FY24 was 6,113GJ, made up of 3,269GJ Transport fuels and 2,844GJ Stationery fuels. NCIG does not use natural gas or renewable fuels. Air transport fuels are not relevant
AIR QUALITY		
TR-AF-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀).	(1) 4,729 kg. NCIG reports total oxides of nitrogen data in alignment with the regulated requirements of the National Pollutant Inventory (NPI), which includes N ₂ O. (2) 2.88 kg. (3) 53,603 kg.
LABOUR PRACTICES		
TR-AF-310a.1	Percentage of drivers classified as independent contractors.	Not relevant. NCIG does not have drivers.
TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labour law violations.	There were no legal proceedings related to labour law violations and therefore no resulting monetary losses.
WORKFORCE HEALTH & SAFETY		
TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees.	Our People & Culture (Safety), ESG Data NCIG measures Total Recordable Injury Frequency Rate (TRIFR) and has targets against this metric. In FY24 our TRIFR was 2.66, which was below our target of 5.0. There were zero fatalities.
SUPPLY CHAIN MANAGEMENT		
TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes.	Not relevant.
TR-AF-110a.2	Discussion of policies and strategies to identify, assess and manage business disruption risks associated with contract carrier safety.	Not relevant.
ACCIDENT & SAFETY MANAGEMENT		
TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System.	Our People & Culture (Safety), MA Safety
TR-AF-540a.2	Number of aviation accidents.	Not relevant.
TR-AF-540a.3	Number of road accidents and incidents.	Not relevant.
TABLE 2: ACTIVITY METRICS		
TR-AF-000.A	Revenue tonne-kilometres (RTK) for: (1) road transport and (2) air transport.	Not relevant.
TR-AF-000.B	Load factor for: (1) road transport and (2) air transport.	Not relevant.
TR-AF-000.C	Number of employees, number of truck drivers.	Not relevant.

SASB Coal Operations Standard, Version 2023-12

TABLE 1: SUSTAINABILITY DISCLOSURE TOPICS & METRICS

Code	Metric	Response
GREENHOUSE GAS EMISSIONS		
EM-CO-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations.	Our Plant & Environment (Emissions). 379tCO ₂ , which comprises less than 1% of our total emissions. NCIG's primary emissions calculation methodology aligns with relevant Australian legislative requirements under the NGERs Act. The majority of NCIG's Scope 1 emissions relate to the combustion of fuel from vehicles. We do not currently collect separate data related to direct CH ₄ emissions.
EM-CO-110a.2NC	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	Our People & Environment (Emissions, Net Zero Transition Plan), Operational Net Zero
WATER MANAGEMENT		
EM-CO-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress.	Our Plant & Environment (Water) Total water withdrawn = 66ML Total water consumed = 576ML
EM-CO-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations.	Our Plant & Environment (Water).
WASTE MANAGEMENT		
EM-CO-150a.2	Total weight of nonmineral waste generated.	NCIG captures data for 19 different waste streams. In total 401 tonnes of waste was generated in FY24.
EM-CO-150a.3	Total weight of tailings produced.	Not relevant. NCIG does not produce tailings.
EM-CO-150a.4	Total weight of waste rock generated.	Not relevant. NCIG does not generate waste rock.
EM-CO-150a.5	Total weight of hazardous waste generated.	25,675 kg of hazardous waste was generated in FY24.
EM-CO-150a.6	Total weight of hazardous waste recycled.	14,279 kg of hazardous waste was recycled in FY24.
EM-CO-150a.7	Number of significant incidents associated with hazardous waste management.	During FY24 there were no material environmental incidents or non-compliances related to hazardous waste management.
EM-CO-150a.8	Description of waste management policies and procedures for active and inactive operations.	Our Plant & Environment (Waste), MA Waste
BIODIVERSITY IMPACTS		
EM-CO-160a.1	Description of environmental management policies and practices for active sites.	Our Plant & Environment (Biodiversity), MA Biodiversity
EM-CO-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) active-ly mitigated, and (3) under treatment or remediation.	Not relevant. NCIG does not have mine sites.
EM-CO-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat.	Not relevant. NCIG does not have proved or probable reserves.
RIGHTS OF INDIGENOUS PEOPLES		
EM-CO-210a.1	Percentage of (1) proved and (2) probable reserves in or near indigenous land (%).	Not relevant. NCIG does not have proved or probable reserves.
EM-CO-210a.2	Discussion of engagement processes and due diligence practices with respect to the management of indigenous rights.	Our Community & Stakeholders (Engagement), MA Engagement
COMMUNITY RELATIONS		
EM-CO-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests.	Risk Management, Our Community & Stakeholders (Community Support).
EM-CO-210b.2	Number and duration of non-technical de-lays (days).	Risk Management

Code	Metric	Response
LABOUR RELATIONS		
EM-CO-310a.1	Percentage of active workforce employed under collective agreements.	NCIG supports the right to freedom of association, and 46 (39.7%) of our technicians are covered by the Coal Export Terminal (CET) Operations Workplace Agreement, which is endorsed by two industry unions.
EM-CO-310a.2	(1) Number and (2) duration of strikes and lockouts (days).	There were no strikes or lockout days in FY24.
WORKFORCE HEALTH & SAFETY		
EM-CO-320a.1	(1) All-incidence rate, (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees.	Our People & Culture (Safety), ESG Data. There were no fatalities in FY24. NCIG does not formally track an all-incident rate as our targets are established for Total Recordable Injury Frequency Rates.
EM-CO-320a.2	Discussion of management of accident and safety risks and long-term health and safety risks.	Our People & Culture (Safety), MA Safety, MA Health & Wellbeing
RESERVES VALUATION & CAPITAL EXPENDITURE		
EM-CO-420a.1	Sensitivity of coal reserve levels to future price projection scenarios that account for a price on carbon emissions (Mt).	Not relevant. NCIG does not have coal reserves.
EM-CO-420a.2	Estimated carbon dioxide emissions embedded in proven coal reserves (tCO2-e).	Not relevant. NCIG does not have coal reserves.
EM-CO-420a.3	Discussion of how price and demand for coal or climate regulation influence the capital expenditure strategy for exploration, acquisition and development of assets.	Not relevant. NCIG does not have coal reserves.
TAILINGS STORAGE FACILITIES MANAGEMENT		
EM-CO-540a.1	Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures, (12) site-specific EPRP.	Not relevant. NCIG does not have tailings storage facilities.
EM-CO-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities.	Not relevant. NCIG does not produce coal.
EM-CO-540a.3	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities.	Not relevant. NCIG does not produce coal.
TABLE 2: ACTIVITY METRICS		
EM-CO-000.A	Production of thermal coal (Mt).	Not relevant. NCIG does not produce coal.
EM-CO-000.B	Production of metallurgical coal (Mt).	Not relevant. NCIG does not produce coal.





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