



Newcastle Coal

INFRASTRUCTURE GROUP



Together
WE BUILD
OUR FUTURE

2021
Sustainability
Report



Acknowledgement 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 2021 NCIG Sustainability Report describes our performance during the twelve-month period to June 2021, which aligns with the Australian fiscal year. This report is structured around the key focus areas of our sustainability strategy, which was formalised during the year.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and our GRI Content Index can be found on pages 52-55 of this report. 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 and our Sustainability Policy, or to find out more about our approach to optimising sustainable operations, please visit our website www.ncig.com.au. We welcome feedback on our reporting and public information. Simply email us at enquiries@ncig.com.au.

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CEO Message

It gives me pleasure to present our 2021 Sustainability Report in which we share our business performance, and how we are optimising sustainable operations to create social, environmental and economic value.

This year presented several challenges for NCIG, the most significant of which included responding to COVID-19 and a sudden, severe and unexpected storm cell that structurally damaged one of our two ship loaders. I am very proud that, through the dedication and collaboration of our people, we demonstrated resilience and continued to manage our business, providing a consistent and quality service for our customers during this difficult period.

Responding to COVID-19

The safety and wellbeing of our employees and contractors across all parts of the business is paramount and an ongoing focus for NCIG. We recorded no lost time or medical treatment injuries to employees or contractors during the year, and thankfully we were not adversely impacted by COVID-19. Some of our people were required to work from home or remotely, however our business activities continued uninterrupted. We were able to load 477 vessels without an infection exchange, and customer meetings transitioned seamlessly from onsite to virtual forums. Unfortunately, we were restricted in welcoming visitors to our site for most of the year.

Shiploader damage

Significant damage was sustained to one of NCIG's shiploaders (SL02) as a result of a severe storm event that passed over the terminal in November. At the time of the event, NCIG's SL02 ship loader was in operation, loading a vessel at NCIG's wharf. The sudden gale force winds generated during the storm event (upto 170 km/h) caused the shiploader to derail resulting in significant structural damage. The incident left the shiploader inoperable and inaccessible. Specialist personnel and the machine's original designer were engaged to ensure the right skills and experience were on hand to successfully recover the machine. After an enormous effort of a dedicated team working around the clock, SL02 is expected to return to service ahead of schedule in July 2021. Fortunately, NCIG's revenue was not negatively impacted due to nature of our customer contracts, and insurance was available during the machine's recovery and rectification.

With SL02 inactive, operations continued with one shiploader across two berths, with demand for our services exceeding coal handling capacity. As a result, the NCIG team implemented a number of optimisation initiatives, and by the end of the reporting period, we were setting shift records and achieving consistently high train unload rates and vessel load rates. We achieved a 14% increase in reclaim rates compared to pre-optimisation, and a 12% increase in load rates in June 2021 compared to our previous terminal record. These outcomes demonstrate the innovative thinking and inherent drive for continuous improvement of our people. The coordination, cooperation, and commitment between the teams to achieve these results, especially during the pandemic, was an extraordinary outcome.

Award winning safety performance

The prevention and active management of any injuries to our employees or contractors at work is paramount. I am very proud that since July 2019 we have had 703 days Recordable Injury Free. This year we were also announced the 2020 WHS Business of the Year at the 2020 Hunter Business Safety Awards. The prestigious award, affectionately known as the Gold Safety Helmet, recognises businesses and individuals within the Hunter region, across 13 different categories of health and safety. We were acknowledged for our management approach to workplace health and safety, and particularly for our best practice Move or Your Mind mental health program.

Formalised sustainability strategy

This year we formalised our Sustainability Strategy. The three-year strategy was developed with our Board, and with the assistance of specialist sustainability consultants, and builds on our performance and ethos to date. It demonstrates how we mitigate and manage the material sustainability risks that we consider integral to our success and lays the foundations for NCIG's future sustainability goals and ambitions. We are currently working on establishing targets, key performance metrics and project initiatives to deliver on the strategy.

Key improvement initiatives

During the year we finalised the stockyard reallocation, allowing customers to realise the benefits from the increased stockyard storage volume delivered during our stockyard capacity uplift project, which was completed last year. The uplift realised an average of 14% increase in stockyard storage volumes for our customers and with the re-allocations provides our customers with improved flexibility. Stage 1 and 2 of our Logistics Management System (LMS) project were also completed during the year, enhancing our customers' experience, improving efficiency and risk mitigation at the terminal.

Cyber security upgrade

Cyber resilience is crucial to NCIG because our terminal operates secure control systems and sophisticated technology solutions to manage the coal we handle. In 2018 we defined a multi-year Cyber Security project, which was completed this year. As a result, we have improved our ability to protect, detect, and respond to cyber security threats. I am proud to say we now have above benchmark cyber security systems in place.

Increased throughput allowance

During the year NCIG received approval from the NSW Department of Planning Industry and Environment (DPIE) to modify its Project Approval. The approval allowed for an increase in our annual terminal throughput from 66Mtpa to 79Mtpa. The majority of public submissions from the local community and industry expressed support for the proposal. The modification approval can be attributed to our long-term efforts to build a strong relationship with our local community and industry partners.

Environmental performance

Our effort to meet all obligations and expectations of our stakeholders in relation to our impact on the environment is ongoing. NCIG commits significant resources aimed at reducing our environmental risk profile through the implementation of additional controls and corrective measures. During the year we undertook several projects to improve the way we manage dust impacts and the risk of water discharges from site. These projects included the construction and installation of a permanent veneering facility to strengthen our dust management efforts and the construction of a barrier wall within defined sections of our stormwater pond embankments to reduce the risk of water discharges during significant storm events.

Targeted female recruitment

NCIG is committed to increasing the diversity within our business and during the year we conducted our first ever targeted female recruitment for trades-based and technical roles. Having received special permission from the Anti-Discrimination Board of NSW, we were able to advertise and welcome three highly qualified and experienced tradeswomen to join our technician team.

Support for our community

NCIG values strong relationships with our local community and our Community Support Program (CSP) and Community Partnership Program (CPP) continued to deliver local initiatives. Our support for HunterWiSE, a Hunter Women in STEM Network, is a University of Newcastle based initiative that we have proudly supported for several years. The HunterWiSE Outreach program encourages and supports young women in high school to remain involved in STEM (Science, Technology, Engineering and Maths) through mentorship and practical insight into how STEM skills can be applied in a workplace, such as NCIG. We were delighted to invite high school students onsite as part of the program during a window when COVID-19 restrictions were lifted.

In November, our culture and the drive within our workforce to support our community was once again demonstrated when MOvember hit the faces of many NCIG employees and contractors, myself included. Throughout the month, NCIG employees and contractors raised awareness for mental health by organising a number of activities and events that raised more than \$35,000 for Lifeline Hunter and the MOvember Foundation.

Aaron Johansen
Chief Executive Officer
October 2021

FY21 Highlights



44.7Mtpa COAL HANDLED



477 SHIPS LOADED



10% CERTIFIED GREEN ENERGY



\$40.5M LOCAL ECONOMIC SPEND



70% REDUCTION
IN POTABLE WATER CONSUMPTION



\$292,000
IN COMMUNITY SUPPORT & INVESTMENT



45 LOCAL COMMUNITY GROUPS SUPPORTED



703 DAYS RECORDABLE INJURY FREE (MTI OR LTI)



#1 WHS BUSINESS OF THE YEAR (HUNTER SAFETY AWARDS)



95% EMPLOYEE ENGAGEMENT SURVEY RESPONSE RATE



\$35,000 RAISED AS PART OF EMPLOYEE LED MENTAL HEALTH AWARENESS CAMPAIGNS

© Andrew Bird, Technician

Business Resilience

During the year, NCIG faced several extraordinary challenges that tested our ability to maintain the quality of service provided to our customers. We responded to disruptions to our operations caused by COVID-19 and a severe storm event with thanks to the commitment and agility of our people, and the adaptability and integrity of our business systems and processes.

Responding to COVID-19

With the outbreak of the COVID-19 pandemic continuing throughout FY21, NCIG made all efforts to maintain business as usual and meet our customers' needs. We experienced no impact on terminal throughput, with significant thanks to our workers, who displayed agility and flexibility. A detailed risk control action plan was put in place and key controls established to manage health risks, including: implementation of social distancing in operational and administrative tasks; separation of teams and rosters; additional PPE requirements; workplace hygiene practices; a review of critical stores items and supplies; and an assessment of activities and critical tasks to ensure continued operations and service delivery in potential outbreak scenarios.

We also established working from home arrangements and a large proportion of our workforce was required to pivot between site-based and working from home for extended periods. Our border-facing employees and contractors also modified their work practices to minimise contact, and we prioritised their protection by issuing appropriate PPE and delivering a vaccination program together with Hunter New England Health. Customer meetings transitioned seamlessly from onsite to virtual platforms in accordance with public health orders, and we collaborated to design an ideal sequence of information sharing during the periods of disruption. To support the seafarers on the vessels that berth at our terminal, we coordinated with NSW Health, non-governmental organisations and other government authorities to provide welfare, biosecurity and maritime safety. This enabled us to continue loading vessels without infection exchange in our business.

Shiploader damage

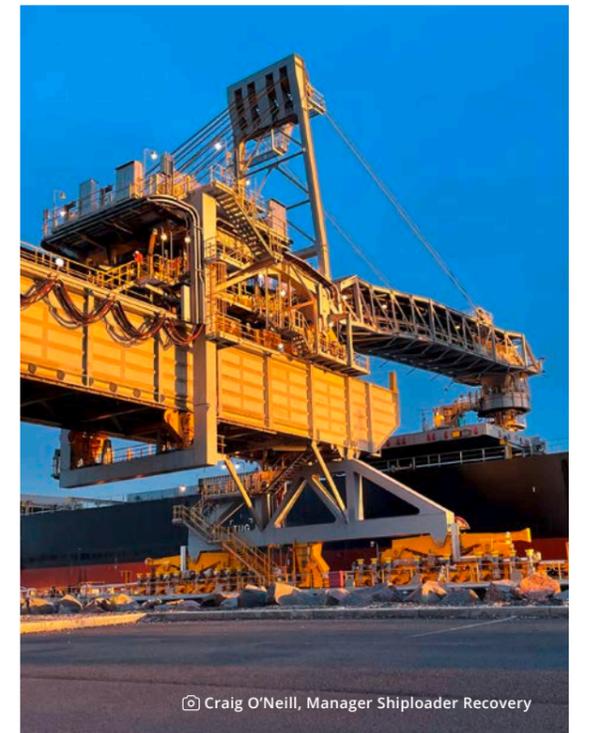
On 16 November 2020, wind gusts in excess of 170km/h were recorded on Shiploader 2 (SL02) during a rapid onset storm cell that passed through Newcastle. The severity of the wind experienced has only been recorded once in the last 50 years, and the damage caused to the machine left it inoperable.

Immediately following the incident, a risk management process was established to inform the strategic and tactical decision-making processes, and a recovery

project was established to safely return SL02 to full operation as quickly as possible. NCIG engaged the machine's original designer and selected personnel to ensure the availability of the right skills and experience to successfully deliver the project. The machine was stabilised in mid-December, allowing engineers to safely conduct their detailed assessments and determine whether SL02 should be repaired or replaced. Repair was deemed the best option, and only the ground engaging sub-assemblies of all long travel drives and the equaliser and supporting portal legs were required to be replaced.

A detailed methodology was developed to move the machine to a safe location for repairs, which involved the use of a heavy lift vessel to elevate the seaward side of the machine, and the use of a self-propelled motorised trailer to move the land side. In February 2021, SL02 was moved almost 250 metres onto the maintenance bay. Once safely stabilised at that location, recovery activities were undertaken using a combination of land and sea-based cranes as well as extensive scaffolding. All insurers' nominated loss adjusters and technical specialists met frequently and had regular site presence to help expedite the recovery program.

Prior to SL02 being returned to service, it was required to meet several performance criteria to demonstrate its ability to operate at its original design capacity. A risk-based approach was also adopted to identify the controls required across our people, stakeholders, supporting infrastructure and business processes to support the return of dual shiploading streams. To mitigate the risk of a recurrence, SL02 received an additional rail clamp capable of holding it in an extreme wind event of up to 50m/s. The same solution was procured for our second shiploader and is expected to be installed during FY22.



© Craig O'Neill, Manager Shiploader Recovery

Our Business



Committed to providing critical infrastructure to a global market

© Craig O'Neill, Manager Shiploader Recovery

WHO WE ARE

Newcastle Coal Infrastructure Group (NCIG) provides a premier coal export service and is an integral part of the Australian coal export industry. Our facilities include rail, coal storage, ship loading facilities and associated infrastructure. We are a privately-owned business that fundamentally exists for the benefit of our mining sector shareholders, specifically BHP, Yancoal, Whitehaven Coal, Peabody Australia and Centennial Coal, who each own coal assets in New South Wales, Australia.

Our vision to be the leading coal export terminal through our People, Processes, Plant and Performance drives our quest for success. Our values guide our everyday actions and interactions, and we monitor and manage our performance focusing on five key result areas.

WHAT WE DO

We connect high quality coal from the Hunter Valley, the Western Coalfields of NSW and as far away as the Gunnedah Basin to energy and manufacturing markets around the world. Our core business is to 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 a working capacity to store up to 4.5 million tonnes of coal. We load ships of up to 300 metres long 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

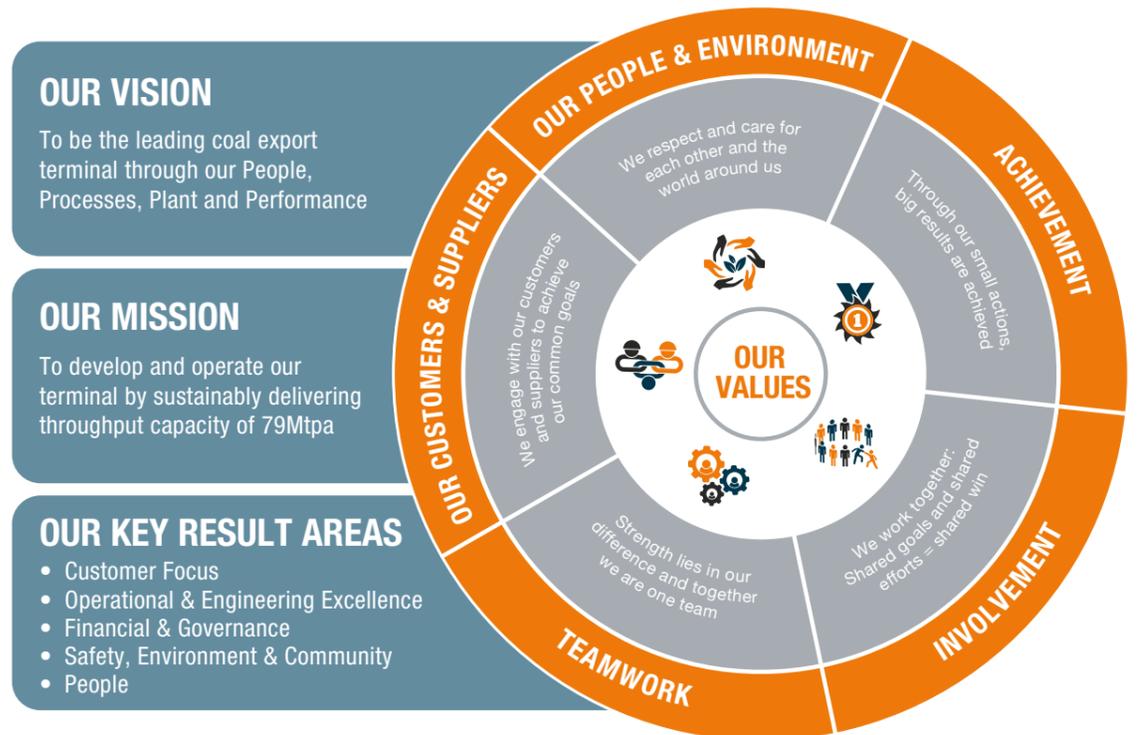
NCIG operates Newcastle's third and newest coal export terminal located on the South Arm of the Hunter River in the Port of Newcastle. Our terminal is situated in the industrial precinct of Kooragang Island and is directly adjacent the Hunter Wetlands National Park, including listed wetlands of international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

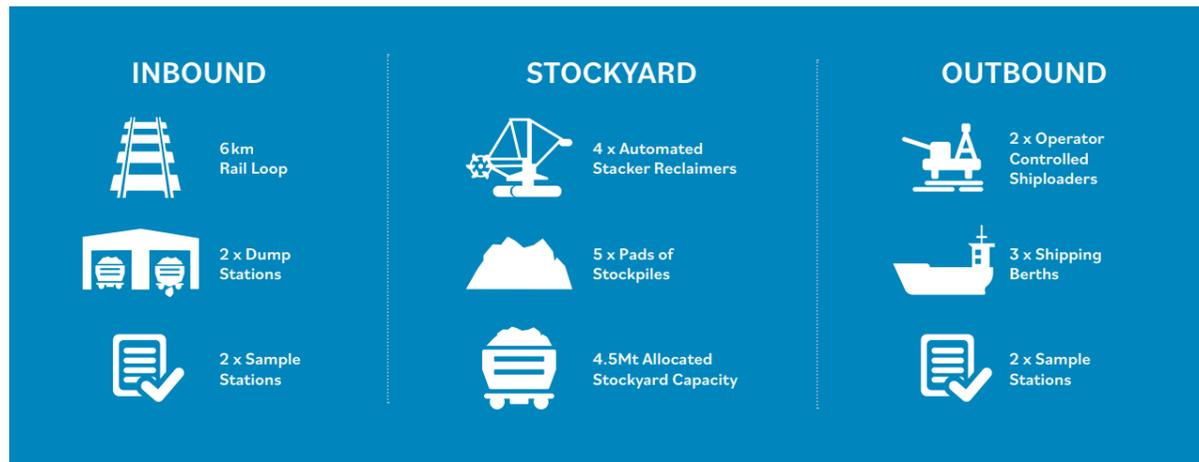
HOW WE WORK

Delivering quality service is an essential aspect of our operation and our innovative and continuous improvement mindset helps us provide a leading-edge service. Our state-of-the-art coal terminal employs the latest technology and provides high reliability for our customers and we are always looking for ways 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 foster a workplace that positively encourages efficiency, safety, risk management and sustainability.

OUR CUSTOMERS

As a service business, we exist to add value to our customers. Each one produces coal to fulfil long-term contracts and to meet the one-off needs of their international customers. Our customers operate mines, many of which are located in the Hunter Valley, but also extend further to the Western Coalfields and Gunnedah Basin. We recognise that our customers are individual, and that their needs will change over time. We strive to obtain the best possible outcome for each individual customer whilst balancing the interests of the collective customer group.





OUR VALUE CHAIN

Our customers mine and sell coal, and their product follows a journey that includes NCIG's inbound (train unloading), stockyard (coal stockpiling) and outbound (ship loading) coal transport services. Our quest for operational excellence focuses on optimising throughput and vessel loading rates to ensure our customers can achieve the best possible return on their investment.

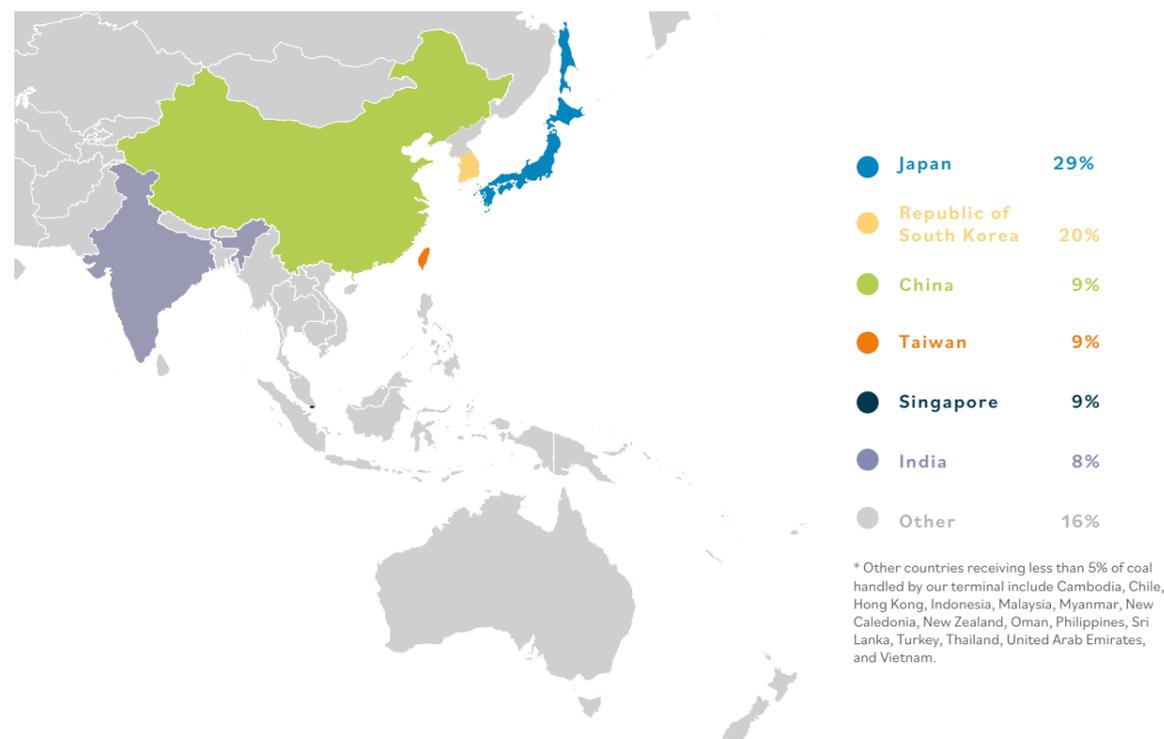
Our terminal operates 24/7 and uses highly sophisticated technology to ensure we are able to manage any interconnected variables and prevent and resolve unanticipated bottlenecks.

ABOUT THE COAL WE HANDLE

NCIG connects our customers' coal from the Hunter region and broader NSW to overseas energy generators and steel producers. The largest proportion of the coal handled by NCIG's terminal is high-quality thermal coal, which is specifically used to produce energy. Hunter Valley thermal coal is a highly reliable source of energy for many nations, and compares favourably to other producing nations. A small portion of the coal exported from our terminal during the year was metallurgical coal, which is primarily used to manufacture steel.

EXPORT DESTINATIONS

The majority of our customers' coal is exported to major markets across China, Japan, Republic of South Korea, Taiwan, Singapore and India. During the year China imposed an import ban on Australian coal, however our customers were able to successfully find alternative markets for their coal.



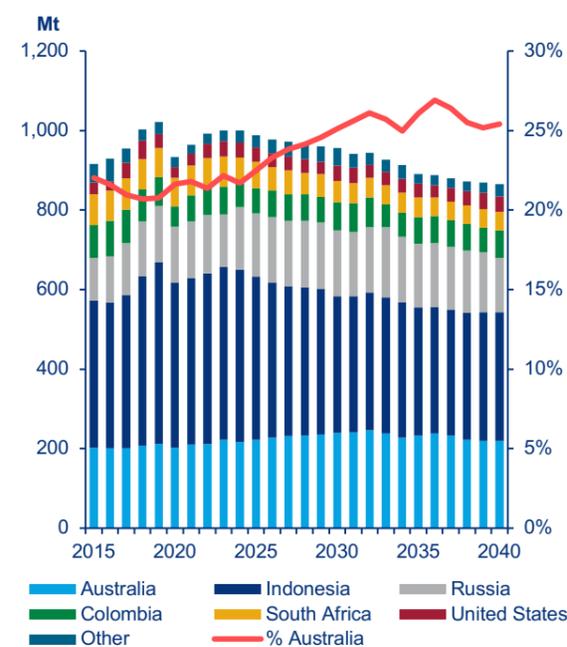
FORECAST DEMAND

Our customer's major export markets are in Asia, a region where energy demand for seaborne thermal coal is growing considerably. Although an increasing percentage of the region's energy is being produced from renewable sources, coal continues to remain a critical component of the Asian energy mix, and expansions in coal-fired capacity are anticipated. New technologies and fuel efficient Supercritical and Ultra-supercritical coal-fired power plants are projected to increase in the region over the short to mid-term¹.

We expect this to further influence Asia's demand for high-quality, low emission coal, such as that produced by our customers and handled by NCIG. This outlook is also supported by an independent report produced by Wood Mackenzie in April 2021², which forecasts that Asia's demand for high-quality thermal coal will increase in the next few years due to strong economic growth and increased demand for energy. These expectations represent a strong future position for NCIG's customers and our terminal.

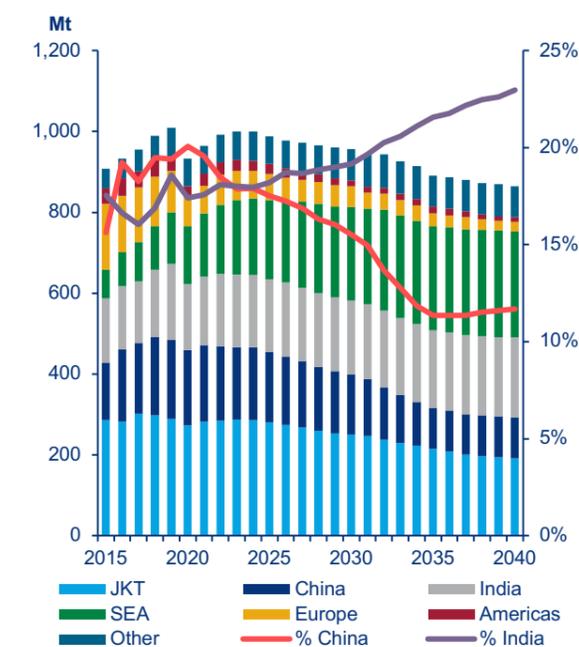
Seaborne Thermal Coal Export Supply By Country

Global seaborne export supply of thermal coal is expected to remain in line with demand through to 2040. Pacific Basin suppliers, primarily Australia and Indonesia are expected to continue to supply the majority of the seaborne market, with Australian supply expected to grow.



Seaborne Thermal Coal Demand By Country

Seaborne thermal coal demand by country is expected to grow in the next few years, with growth expected to continue in developing areas of the Pacific Basin, including South East Asia and India, due to strong regional economic growth and subsequent growth in power demand. The demand for high rank coal, such as that of NCIG customers will remain consistent.



¹ IEA (2020), *Coal-Fired Power*, IEA, Paris, <https://www.iea.org/reports/coal-fired-power>

² Coal Market and Source Mine Report, Wood Mackenzie, April 2021. The information and data contained or displayed in this graph is for information purposes only. We (and Wood Mackenzie) 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.

Optimising Sustainable Operations

FORMALISED STRATEGY

During the year NCIG formalised its sustainability strategy, which not only embodies our achievements and ethos to date, but also describes our future direction and ambitions. It demonstrates how we incorporate environmental, social and governance (ESG) considerations across our operations, and how we mitigate and manage our risks.

External independent consultants and key stakeholders provided input and ultimately 12 material performance areas were identified for deeper integration into our strategic planning. We have established commitments and goals related to these topics, and work has already commenced to develop our short and longer-term targets, which we expect to finalise in the first half of FY22.

A PROACTIVE APPROACH

We proactively and strategically manage the impacts related to our key performance areas and consider this integral to our business resilience and financial success. Our robust management systems and processes help us to operate responsibly and efficiently while minimising our footprint, and to create positive impacts where possible. We take a whole of business cultural approach to optimizing sustainable operations, living our values of team work, involvement and achievement. Our continuous improvement mindset and practices empowers our people, encourages collaboration and stimulates innovative thinking. It also enables us to service the needs of our customers, safeguard the interests of our stakeholders and the environment, and ensure our business continuity.

OUR SUSTAINABILITY STRATEGY FRAMEWORK

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. It underpins how we deliver efficient, innovative, and reliable service to our customers. The governance and delivery of these commitments and objectives will be integrated as part of our overall business strategy and processes as we believe that our sustainability strategy and business strategy are complementary and mutually reinforcing.



CUSTOMERS

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

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.

FOCUS AREAS	COMMITMENTS	GOALS	ALIGNMENT TO SDG'S
<ul style="list-style-type: none"> Safety Health & Wellbeing Diversity & Inclusion Training & Development <p>We cultivate a safe, healthy, inclusive and innovative working environment for our people.</p>	<ul style="list-style-type: none"> Put our people's safety, physical and mental health first Integrate agility, diversity, and inclusion in all areas of our business Provide training and development opportunities that ensure our people remained engaged and are ready for their next career challenge 	<ul style="list-style-type: none"> Maintain safe work environment and industry best practice standards Maintain a workplace that protects and promotes good mental health and wellbeing – focus on leaders Increase the diversity of employee group Increase knowledge and skill capacity to stimulate innovation 	

FOCUS AREAS	COMMITMENTS	GOALS	ALIGNMENT TO SDG'S
<ul style="list-style-type: none"> Energy & Emissions Water Waste Biodiversity <p>We ensure the resilience of our operations while minimising our impacts on the environment.</p>	<ul style="list-style-type: none"> Proactively manage our risks through robust systems, processes and scenario planning Reduce our total scope 1 and 2 emissions Optimise our air, water and waste management Nurture positive outcomes for local biodiversity through our projects and partnerships 	<ul style="list-style-type: none"> Develop Net Zero pathway Minimise reliance on potable water network in particular during times of high water stress (drought) Achieve minimum possible waste footprint by proactively managing reduction, reuse and recycling where possible Increase habitat value of existing biodiversity lands through active management and partnerships 	

FOCUS AREAS	COMMITMENTS	GOALS	ALIGNMENT TO SDG'S
<ul style="list-style-type: none"> Procurement Employment Engagement Support <p>We collaborate with communities, industry partners and government to achieve positive economic and social outcomes.</p>	<ul style="list-style-type: none"> 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 education, health and environmental sustainability 	<ul style="list-style-type: none"> 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 	

Governance and Risk Management

GOVERNANCE STRUCTURE

NCIG's Board of Directors comprises representatives of each of our shareholder companies and is Chaired by an independent person. The Board 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's Audit and Risk Committee, which also ensures that our business processes adequately manage risks and opportunities as they relate to environmental, economic and social issues. The executive level of the business is accountable for implementing the strategic direction across the business via collaboration between Operations, Assets, Commercial, Health, Safety, Environment & Community (HSEC) and People & Culture (PAC) functions.

CODE OF CONDUCT

Our Code of Conduct Policy outlines the way we work and is underpinned by the values outlined in our Charter. It applies to all employees, directors and all others who work for, act on behalf of or represent NCIG, including contractors, agents and consultants. The Code of Conduct Policy outlines expected as well as unacceptable behaviours, and includes, but is not limited to, specific clauses related to personal conflicts of interest, health and safety, equal opportunity, anti-discrimination, bullying and harassment, gifts and entertainment, and confidential information. Our Code of Conduct Policy also refers to our Anti-Corruption Policy and our Whistleblower Policy.

ANTI-CORRUPTION

NCIG maintains high ethical standards and integrity in all its business dealings, and operates in compliance with the law, including all relevant anti-corruption and anti-bribery laws. Our Anti-Corruption Policy, which all NCIG personnel are required to comply with, outlines the rules of engagement with Business Partners, Government Officials and any other business or individual. It supplements our Code of Conduct Policy, 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.

GRIEVANCE MECHANISMS

We are committed to maintaining an open working environment in which all personnel on the NCIG site are able to report instances of Improper Conduct without fear of intimidation or reprisal. Our Whistleblower Policy supports our company values and our Code of Conduct Policy. We do not tolerate Reportable Conduct and urge anyone who becomes aware of known or suspected Reportable Conduct to make a Disclosure in accordance with our Whistleblower Policy which is available on our website. In FY21 there were no disclosures of reportable conduct registered.

FINANCIAL MANAGEMENT

Capital Management

NCIG manages its capital structure in accordance with principles agreed with the NCIG Board through a Long-Term Financing Strategy (LTFS). In accordance with this strategy, an objective was set to refinance the maturing bank debt and notes before 30 June 2021. This aligns with the LTFS guideline to refinance debt before it becomes classified as a current liability in NCIG's year-end accounts. Due to strong demand from capital market investors, the refinancing transaction was upsized to US\$705M. This upsizing allowed the refinancing of a \$100M portion of Senior Debt maturities due September 2023. In May 2021, a new US\$450M 10-year 144A Reg S Bond was established and in June 2021 a new US\$255M 5-year bank facility was established with existing banks under the existing Senior Syndicated Facilities Agreement. As part of the LTFS, NCIG continues to review a range of debt markets to proactively manage its debt profile. The next debt maturity is in September 2023. NCIG intends to refinance this debt well in advance of its stated maturity.

We place emphasis on robust financing arrangements so we can ensure our operational toll charge, the fee payable by our customers based on operating costs and available capacity, remains stable. Our financing strategy delivers on the requisite robustness through a variety of financing arrangements. Our current credit rating with major agencies also indicates that NCIG represents a strong investment proposition moving forward. Upcoming debt maturity is due in June 2022. Consistent with our current financing strategy, we intend to refinance debt well in advance of the stated maturity.

RISK MANAGEMENT

NCIG undertakes an annual enterprise-wide business risk assessment to identify material business risks and mitigation strategies. An assessment workshop, which is facilitated by an external party, involves NCIG management representatives and other key personnel. This year, we identified that our primary risks related to finance and insurance, safety and our social licence to operate. The key business risks and associated risk control action plan (RCAP) were presented to the NCIG Audit and Risk Committee in December 2020. An additional review of the NCIG corporate risk register was undertaken following the storm event in November 2020 which caused the damage to Shiploader 2. NCIG's Risk Register and Risk Control Action Plans were updated accordingly.

Climate Adaptation and Resilience

NCIG recognises the impacts that climate change is having on businesses, particularly transitional and economic risks to traditional ways of working, and more-so on those businesses with exposure to fossil fuels. We inherently mitigate these climate-related risks with the high quality of the coal we handle and subsequent market demand. We acknowledge that as a consequence of global de-carbonisation efforts, the percentage of energy generated from coal will reduce over time. We believe that Newcastle will continue to export thermal coal while ever import demand from Asia exists due to the world leading energy content of this coal. Our coal handling service will continue whilst the demand from our customers remains.

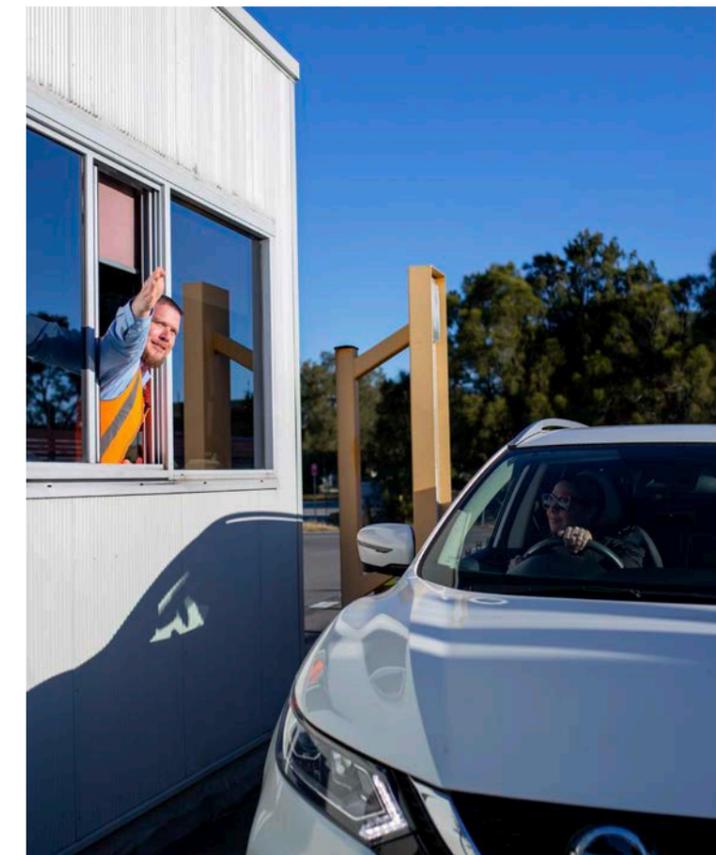
There are physical risks of climate change created by volatile weather, for example flooding and the increased frequency of extreme weather events. These have an impact on businesses operating throughout Australia, and in particular those located on the Eastern seaboard. NCIG carefully monitors these risks and the potential impacts, and has developed action and adaptation plans to manage such risks in order to support operational continuity. We recognise the importance of climate change reporting to our stakeholders and have established a key initiative to conduct a scenario-based climate risk assessment, and review climate risk disclosure standards, such as the Taskforce on Climate-related Financial Disclosures (TCFD), for potential response.

Legal and Regulatory Risk

NCIG works within the context of a number of State and Commonwealth regulations and laws. We manage our business-critical compliance obligations through our corporate compliance system, an approach that has proven to be effective. While maintaining a strong compliance record is important to NCIG, we aim to operate beyond compliance. This is important for maintaining our social licence and for building a strong rapport and positive reputation with our stakeholders.

Site Security

Our ship loading facility operations are regulated by Australian maritime security legislation and as such we are required to identify our risks and vulnerabilities and have a site security plan, which includes mitigation measures and incident reporting procedures. NCIG also recognises that some members of our local community are fundamentally opposed to the coal industry. We respect their views but strongly denounce protest activity that has the potential to cause harm to the public, our people and our infrastructure assets. Our terminal is therefore a secured site and is only open to authorised visitors. We work with government authorities and security personnel to deter unauthorised access. Our site security is delivered by a specialised security service provider whose Business Management System is certified to ISO 9001:2015 for all services and activities in all locations. Maritime security guards are trained and equipped with Maritime Security Identification Cards (MSIC) and relevant licenses and clearances to meet stringent security levels.



Our People and Culture



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

Our People and Culture



FOCUS AREAS

- Safety
- Health and wellbeing
- Diversity and inclusion
- Training and development

COMMITMENTS

- Put our people's safety, physical and mental health first
- Integrate agility, 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 – focus on leaders
- Increase the diversity of our employee group
- Increase knowledge and skill capacity to stimulate innovation

MANAGEMENT APPROACH

Highly effective systems and procedures form the foundation of NCIG's approach to managing our people and culture. Some of our core systems and initiatives include our:

- Occupational Health and Safety Management System, which is certified to ISO45001:2018 and undergoes an accreditation audit annually
- Sustain Management System, which is our bespoke incident and actions management system that is designed to simplify and increase efficiency of incident and hazard reporting
- Safety Vitals, which is our fatal risk management system that involves mandatory regular verification audits of critical controls to fatal risks
- Zero Incident Process (ZIP), which is our behavioural safety program and is part of our three-year strategy towards Safety Citizenship
- Bounce, which is our health and wellbeing program that includes an optional health assessment program comprising a pre-screen questionnaire, a health screening, a medical screening and an audiometry assessment
- Leadership training program facilitated by 10,000 Hours
- Onsite apprenticeship and graduate training programs
- Anti-Discrimination Board of NSW exemption to conduct targeted female recruitment



NCIG has a lean and highly productive workforce of 107 employees. Our workforce is supplemented by contracted labour to support our operations and maintenance activities during peak periods. Of the 107 employees, 42 Technicians are covered by the Coal Export Terminal (CET) Operations Workplace Agreement.

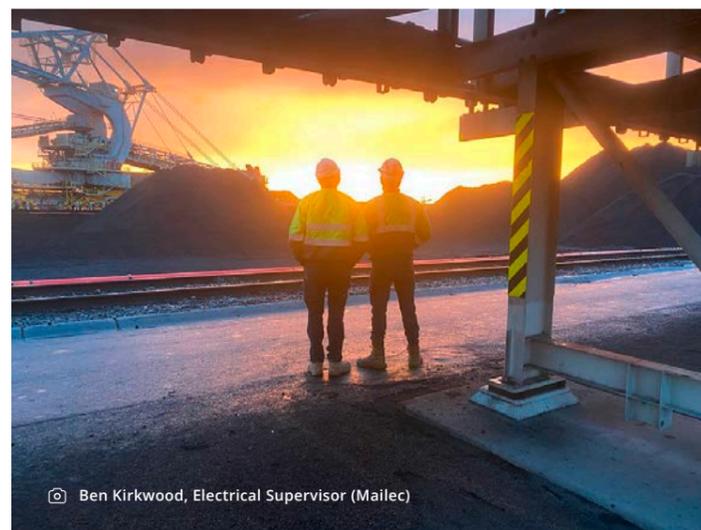
During the year, 12 employees celebrated 10 years of service at NCIG. The long tenure of these employees is an indicator of our culture and high levels of employee engagement. This year our celebrations for this significant milestone differed due to COVID-19 restrictions, which limited the opportunity for employees to gather socially. We have committed to do so again when COVID-19 restrictions ease.

We recognise that the people working for NCIG and the culture that we have fostered has been integral to our achievements to date. As our business is now well established, we are focused on ensuring our culture is maintained and developed. To do this, we are implementing systems and processes to ensure long term success and sustainability. In FY21 we continued to work on our people and culture priority areas across the business, with the key objectives to:

- develop a positive workplace culture that aligns to our company values
- create an environment for a stable and engaged workforce
- ensure the workplace is capable of continuous improvement
- develop a flexible workforce able to respond to the changing needs of the business.

SUPPORTING OUR PEOPLE IN UNCERTAIN TIMES

NCIG made all efforts throughout the year to maintain the safety, health and wellbeing of our people, particularly throughout the COVID-19 pandemic. In addition, protecting the physical health of our workforce, mental health support was also a major focus. Our leaders provided consistent management and communication to help ensure unity and productivity. Company-wide initiatives included virtual trivia, regular CEO video messaging and care packs. We closely monitored the risks to our people throughout the year and adjusted our controls accordingly to protect their safety and ensure our compliance with government recommendations and public health orders. For more about our response to COVID-19, see page 7 – Business Resilience.



Ben Kirkwood, Electrical Supervisor (Mailec)



107
EMPLOYEES



8
NEW HIRES



5.6%
EMPLOYEE TURNOVER



8
EXECUTIVE LEADERS
6 MALE / 2 FEMALE

SAFETY

The prevention and active management of any injuries to our employees or contractors at work is paramount. A key initiative in FY21 was the October launch of Sustain, our bespoke incident, hazard and action management system. Sustain has revolutionised the way we manage, monitor and mitigate our workplace incidents and hazards and builds on who we are and how we work, on our safety culture and the behaviour of our people.

Hunter Safety Award Winner

NCIG walked away with the prestigious Gold Safety Helmet when it was announced the winner of the 2020 Hunter Safety Awards. The event recognises businesses and individuals within the Hunter region across 13 different categories of health and safety. NCIG was awarded the 2020 WHS Business of the Year, with an entry that was said to demonstrate an approach to safety that embraces all important facets of workplace health and safety. In particular, our Move For Your Mind program was said to be a leading example of WHS best-practice.



“The word Sustain means to strengthen and support physically and mentally. We wanted a system that reflected this for our people which I believe is what we have built.”

Amanda Pattullo,
Health and Safety Systems Officer,
and Sustain project lead



SUSTAIN - OUR SAFETY MANAGEMENT GAMECHANGER

Sustain Management System (Sustain) was designed internally and developed in FY21 in partnership with a leading software developer. Customised for our specific operating processes, 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. An automatic notifications function in the platform informs the appropriate team members and leaders in a timely manner. The system includes an intuitive workflow and authorisation system and aims to reduce the likelihood of a similar incident occurring in the future.

Sustain also has an Events module. Events is a place where NCIG workers can record other occurrences such as projects, audits, compliance requirements, opportunities for improvement and allows actions to be tracked for each. The Action Management module of Sustain was designed to integrate with future systems that NCIG plans to develop using the same platform.

As part of the site-wide rollout of the system, training was delivered and tailored for specific user groups. Since the rollout of the system in October 2020, NCIG has seen a significant increase in hazard reporting, a continuation of our good incident reporting culture and an invested interest from our workforce in incident management.

Sustain was also integrated with an additional software program (Microsoft Power BI), which has improved the efficiency of our reporting and the visibility of incidents and hazards across the business. Further enhancements are already planned to the system including the addition of a new module for risk management.

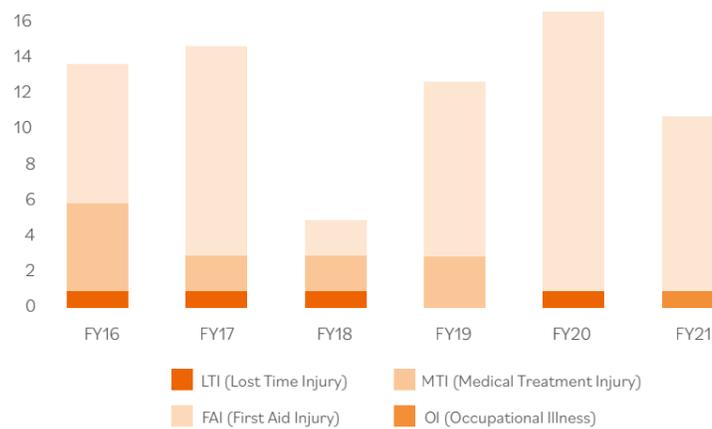


Injuries and Illness

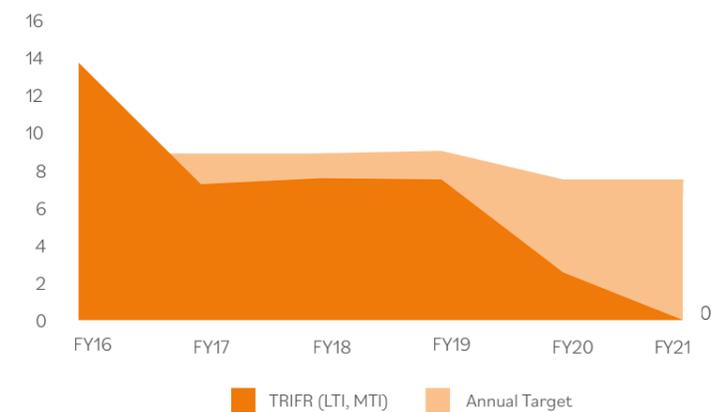
In FY21 we observed a decrease in injuries recorded within our employee and contractor workforce compared to the previous year. All injuries and illnesses were considered minor in nature, however NCIG encourages active reporting of all injuries and incidents, no matter how minor, because it helps us to identify areas to focus on to continue to improve as a safe workplace.

NCIG includes employees and contractors in its safety metrics and reporting. During the year we recorded 10 first aid injuries (compared to 16 in FY20), and one occupational illness. The low severity of these is reflected in the zero Total Recordable Injury Frequency Rate (TRIFR), which includes lost time plus medical treatment injuries. This is a good indication of NCIG's ongoing focus on management of high potential hazards and that a good reporting culture exists with site personnel.

ALL INJURIES (LTI, MTI, FAI, OI)



TOTAL RECORDABLE INJURY FREQUENCY RATE (TRIFR / MTIFR) | INJURIES PER MILLION HOURS



NCIG's All Injuries metric includes:

- Lost Time Injury (LTI), an occupational injury which is classified as a restricted work day injury (RDWI) or Lost Day Injury (LDI)
- Medical Treatment Injury (MTI), a work injury requiring treatment by a medical practitioner which is beyond the scope or 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
- Maximum Response Outcome (MRO), most likely result following an event.

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

NCIG includes both employees and contractors in all our safety metrics and reporting.

HEALTH AND WELLBEING

Helping Our People Stay Healthy

The health and welfare of our people is a primary focus of NCIG. We offer generous conditions to all employees and benefits that include a fully funded health program with gym membership, salary continuance insurance, additional weeks annual leave, and discounts to a number of local businesses and services. Last year we identified ways to reduce our absentee rate, and this year recorded a low absenteeism rate of 2.7%, compared to 3.4% last year.

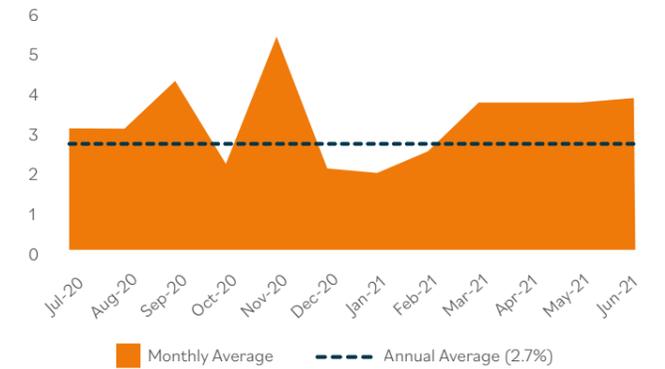
Bounce Program

For more than 10 years the NCIG workforce has been participating in Bounce, a leading workplace health and wellbeing program. Developed by NCIG personnel, Bounce provides NCIG a clear health strategy and engages our people with knowledge and resources that support them to make healthy lifestyle choices.

Guided by the outcomes of an organisational health assessment conducted every two years, various initiatives such as weight loss, movement and mental health programs are offered to support the health outcomes of our employees and contractors, with voluntary workforce participation of close to 100% regularly achieved. Bounce helps our people optimise their physical and mental health, and provides NCIG an opportunity to optimise a healthy and safe workplace.



UNPLANNED ABSENCE | % OF TOTAL HOURS



WHEN A GOODE MOMENT IS A GREAT MOMENT

The health and wellbeing of our people is something we actively encourage and promote. Each year our employees and contractors participate in an annual initiative to improve awareness around mental health.

November is always a special time for NCIG, because we remember one of our own colleagues who lost his battle with mental health several years ago. Our GOODE MOment mental health campaign, named in his honour, sees everyone come together and take part in a number of workforce led initiatives that aim to improve mental health awareness. A great GOODE bake-off and several barbeques sponsored by our long-term contractors were held to build the atmosphere and have focused events to raise awareness. This year we concluded the month with a 'walk and talk' which saw over 100 staff and contractors get together to talk about mental health experiences. The walk was from our main administration building across site to a tree that had been planted in memory of our colleague.

NCIG raised a total of \$35,000 as a result of the initiatives. The funds were divided and provided to the MOvement Foundation and Lifeline Hunter, a locally based charity that provides crisis support and suicide prevention services.

“It is good to raise money for worthy charities, but it is just as important to get the conversation started.”

Anthony Richards,
Electrical Supervisor

TRAINING AND DEVELOPMENT

We support our people to learn and grow in their chosen careers and actively support their development. We encourage people to do their personal best and each year every employee sets their own personal goals, including training and development, which are incorporated into their annual performance reviews. Last year we introduced a system for personal development of our people, including routine quarterly development meetings with managers.

LEADERSHIP TRAINING PROGRAM

We recognise that our leaders are integral in helping us realise our people and culture objectives. In FY21 we continued to support our leaders through a two-year leadership program, facilitated by leadership training specialist 10,000 Hours. The program acknowledges leadership as a fitness and is centred on creating a learning environment where leaders can practice and enhance their leadership skills with the support of their peers.



“It’s a pleasure to work with such a dedicated group of people who are committed to developing their skills, strengthening their teams, and growing the company they work for.”

Marcus Crow, Co-Founder, 10,000 Hours
www.10000hours.com

APPRENTICESHIP AND GRADUATE PROGRAMS

NCIG is also committed to providing opportunities for new entrants to our industry through our apprenticeship and graduate programs. We currently have a graduate in the field of civil engineering in the second year of a two-year program, which aims to provide them with exposure to all aspects of engineering within our organisation. We have a well-established apprenticeship program partnering with a local training company. This year two male apprentices entered the fourth and final year of their apprenticeships (one electrical, one mechanical) and two female apprentices (one electrical, one mechanical) continue into their second year. The integration of the female apprentices has been very successful and further supports our drive to increase diversity in our technical and trades-based roles. Both of these programs will provide the participants with invaluable experience in a working coal terminal in a large industrial setting.



10,000 HOURS LEADERSHIP TRAINING

In February 2020 NCIG commenced a leadership program for its Executive, Senior and Frontline Leaders. Working with executive education specialists, 10,000 Hours, the training program aims to build leadership fitness and skills capability to help our Leaders meet the high demands of their role.

Over a two-year period, 35 NCIG leaders are participating in the program through peer-based learning. Working in small groups and teams, they will support each other and tackle individual and business-wide challenges by sharing their knowledge and experiences.

Externally facilitated sessions are held with smaller teams comprising different levels of knowledge and expertise, with one-on-one coaching sessions providing more personalised training. Although the course includes some theory, the emphasis is very much hands-on and putting key learnings into practice.

The approach has been effective and has helped develop communication and strengthen relationships throughout our organisation.

EMPLOYEE ENGAGEMENT SURVEY

Throughout February and March 2021, a voluntary employee engagement survey was conducted by independent third-party specialist, PeoplePulse. The purpose of the survey was to measure opinions and perceptions about the way NCIG rewards, recognises, supports, and engages people in the workplace.

The survey achieved a response rate of 95% thanks to the willingness of our people. The results will be used as a baseline to assess and monitor future employee engagement, and for strategic and operational planning purposes. PeoplePulse considers NCIG’s employee engagement score as comparatively high when benchmarked against other Australian and New Zealand companies, particularly those in mining and heavy industry.

Clear highlights of the survey results were the positive feedback about workplace health and safety, teamwork and company pride. Areas for future focus include strengthening engagement with operational teams and creating more opportunities for growth and career development across the business. Another survey is planned to be completed in FY22.

DIVERSITY AND INCLUSION

NCIG respects and values differences, and believes that this also promotes equality, diversity and inclusion to support all employees reach their full potential. It also facilitates customer connections and stimulates the creation of opportunities and innovation.

One of our focus areas is gender diversity and we have been putting strategies into place to increase women in our workforce, particularly in operational and engineering roles. In FY21, NCIG applied for and received a five-year exemption from Anti-Discrimination Board of NSW to conduct targeted female recruitment for trades based and technical roles.



“The targeted recruitment campaign was unlike any other at NCIG. We had no idea how many female technicians were out there. We found three amazing women and we now know there are a lot more.”

Lauren Ross, Manager People & Culture



THREE FEMALE TRADIES WELCOMED

Until this year NCIG had no female technicians, despite being committed to encouraging and supporting female representation in non-traditional roles. When the need to recruit for new technicians arose in June 2020, NCIG took the opportunity to increase gender diversity in our workforce. NCIG applied for an exemption to the Anti-Discrimination Board of NSW to conduct targeted female recruitment. The exemption also provides the flexibility to encourage female applicants for future vacancies and will provide women with an opportunity to develop technical skills, progress through the business into leadership roles and build industry experience and connections.

The exemption was granted in late September and we immediately began a recruitment campaign via social media, local newspapers, and radio. The level of interest from highly qualified and experienced tradeswomen across Newcastle and the Hunter was strong, and we were able to invite 15 female applicants to take part in a full day assessment process. The candidates participated in psychometric testing, a group activity, a safety activity and a panel interview, which included strong involvement from NCIG employees who helped assess their suitability and cultural fit of candidates. We were delighted to welcome three amazing female technicians to our operation in November.

Since then, we have conducted another round of recruitment for technicians. Despite this not being a female-targeted effort, we were able to welcome another female technician, bringing our total number of female technicians to four.

Our Plant and Environment



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

Our Plant and Environment



FOCUS AREAS

- Energy and emissions
- Water
- Waste
- Biodiversity

COMMITMENTS

- Proactively manage our risks through robust systems, processes and scenario planning
- Reduce our total scope 1 and scope 2 emissions
- Optimise our air, water and waste management
- Nurture positive outcomes for local biodiversity through our projects and partnerships

GOALS

- Develop net zero pathway
- 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 biodiversity lands through active management and partnerships

MANAGEMENT APPROACH

The management of our material environmental risks is a key consideration for NCIG and we commit significant resources to ensure that we continue to meet the expectations of our stakeholders. Our management of key environmental risks aims to reduce the potential for any associated operational interruption, impact to the environment, reputation impact or financial loss to the business. In addition to our regulatory reporting requirements, highly effective systems, procedures and initiatives form the foundation of NCIG's environmental and regulatory compliance performance.

Our key systems, processes and initiatives include:

- Environmental Management System (EMS), which is accredited to ISO14001:2015, assesses our major operational activities and identifies associated environmental risks. It also sets out processes by which our risks are monitored and managed.
- Collaboration with the University of Newcastle and UNSW on biodiversity monitoring and protection initiatives
- Waste management program that recycles 20 different waste streams
- 10% contracted green energy
- Water recycling project feasibility study



REGULATORY COMPLIANCE

NCIG is subject to strict environmental regulation by both State and Federal authorities in respect to its operation, land development and construction activities. Environmental management processes are in place and were maintained throughout FY21 to monitor compliance against all relevant regulatory requirements relating to air quality, noise levels and water quality.

NCIG is also obliged to facilitate audits and provide relevant authorities with regular updates on the activities and compliance status of the terminal. Throughout FY21 there were no material breaches of any of the environmental regulations, however four incidents occurred that required regulatory notification. Appropriate remedial action plans were developed and implemented in response to each incident to prevent a recurrence. The incidents are summarised below:

July 2020 – a small volume of washdown water entered the Hunter River during a routine shiploader washdown activity. The washdown water dispersed quickly and did not require remediation.

July 2020 – seepage of stormwater was identified from our site’s stormwater pond embankment following a significant storm event in July 2020.

November 2020 – a severe storm event that caused significant structural damage to Shiploader 2 also caused minor damage to Shiploader 1 and resulted in a temporary portable building being blown into the Hunter River adjacent NCIG’s K10 berth. The building was subsequently recovered from the Hunter River.

March 2021 – stormwater discharged from two locations on NCIG site as a result of the regional flood event, which occurred across the Hunter Region.

ENERGY AND EMISSIONS

Energy Consumption

During the year, our total energy consumption decreased by almost 15% compared to FY20 to 260,456GJ. This was primarily due to our reduced throughput for the year, which was down from 54.5Mt to 44.7Mt. NCIG reports its energy consumption under the National Greenhouse and Energy Reporting Act (NGER’s).

Energy Management System

As part of our commitment to reduce energy consumption, last year NCIG participated in the NSW Department of Planning, Industry and Environment’s Business Energy Coaching Program. This year, as part of the program, we received an Energy Coaching Grant that partially funded external independent consultants, to advise on the development of our Energy Management Strategy (EnMS). The plan focuses on reducing operational energy consumption, looking at our critical points of demand, and has identified specific improvement projects, such as LED lighting transition, which we have already started implementing. Other recommendations will continue to be rolled out across our terminal next year.



10% CERTIFIED GREEN ENERGY

In July 2020, NCIG committed to incorporating a minimum of 10% renewable energy sources into our electricity supply contact. We do this through GreenPower, a government-managed voluntary accreditation program, and the most highly-regarded standard for offsite renewables in Australia. GreenPower independently audits electricity providers to make sure the right amount of renewable energy is fed into the grid on its customers’ behalf.

GreenPower energy is derived from 100% renewable sources such as solar, wind, mini-hydro and bioenergy. Accredited energy generators create GreenPower Large Generation Certificates (LGCs), and each certificate represents one megawatt-hour of renewable electricity. The electricity we use is offset with LGCs from renewable electricity sources.

By using GreenPower, we are supporting greater renewable energy generation in Australia and reducing our greenhouse gas emissions by displacing 10% of our annual electricity consumption with GreenPower. This year, the total emissions saved as a result of this program was 5,677tCO₂e.



“We are continually looking for ways to improve our sustainability performance. Switching to 10% green energy helps reduce our carbon footprint and also supports the development of renewable energy in Australia.”

Nathan Juchau, HSEC Manager

The EnMS also includes procedures for auditing, metering and monitoring, and procurement. In addition, as part of the EnMS and the development of our Sustainability Strategy during the second half of this year, a key task planned for early FY22 is to create specific targets and performance indicators around energy.

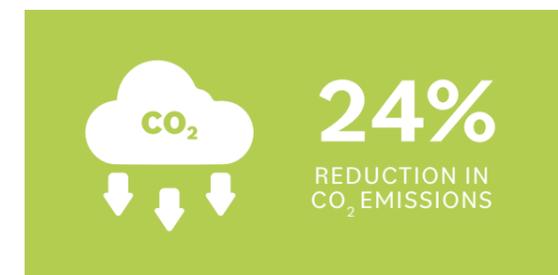
LED Lighting

We continuously look for ways to maintain and improve the high standards we expect of our plant. As part of our Energy Management Strategy, this year we continued to swap out existing standard light fittings with energy efficient LED fittings. This reduces the energy demand required for lighting across the terminal and ultimately the amount of energy we use. This year we achieved an estimated 55% reduction in power consumed for lighting across Stacker Reclaimer 1 as a result of our LED light replacement initiative that was completed in FY20.

During FY21 we continued the LED lighting replacement on Stacker Reclaimer 2 and 3. Over the next year, NCIG will also complete the replacement on the final Stacker Reclaimer and commence the replacement of LED lights on the Shiploaders. NCIG has received a grant from the Commonwealth Government to accelerate the replacement of LED lighting through the Energy Efficient Communities Program.

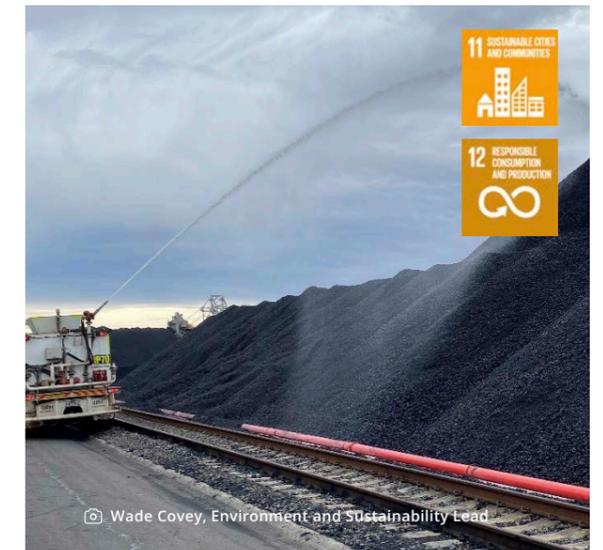
Emissions

NCIG’s total tonnes of carbon dioxide equivalent (tCO₂e) emissions from operations decreased in FY21 by just over 24%, down from 67,923 in FY20 to 51,614. This was a direct result of reduced throughput during the period, as well as NCIG’s purchase of 10% certified green energy, which resulted in a Scope 2 emissions offset of 5,677tCO₂e. NCIG’s emissions intensity for FY21 was approximately 1,154tCO₂e per Mt of coal exported, in comparison to approximately 1,247tCO₂e per Mt in FY20. We report our greenhouse gas (GHG) emissions under the NGER’S national reporting framework.



Dust Management

Management of dust from our terminal is a critical part of our operations, and we control dust emissions from our facility through our award-winning Integrated Dust Management System (IDMS). This includes the use of weather forecasting and real-time weather data from NCIG’s meteorological weather station to calculate the stockpile moisture and automate stockyard sprays. NCIG also utilise real time dust monitoring around the site. More information on our IDMS can be found on our website, www.ncig.com.au.



VENEERING STRENGTHENS DUST MANAGEMENT

Following a successful veneering trial in the previous reporting period, we constructed a permanent veneering facility on site to further strengthen our dust management controls on site.

Veneering is commonly used across industry and involves the application of a surface binder to unsealed surfaces. Veneering has been proven to significantly reduce wind-blown dust emissions.

Veneering is now undertaken at NCIG ahead of forecast windy conditions to minimise the potential for wind-blown dust. The veneering process involves the mixing of the product with water in a water truck on site. The water truck is then used to spray the veneering solution over unsealed areas (hardstand areas and coal stockpiles) to help bind the loose surface particles.

“Veneering is another tool in our Integrated Dust Management System to effectively manage dust emissions from our site. Veneering in response to forecast wind events has shown very positive results so far, with an observed improvement in dust management over the previous 2 years.”

Hayley Ardagh, Environmental Officer

WATER

NCIG utilises water for a number of processes onsite, including dust suppression. Stormwater captured in onsite holding ponds from rainfall is used preferentially for process water purposes over potable water. There are however times of the year when our stored water levels are low and potable water is sourced for onsite use instead.

During the year NCIG's overall water consumption reduced considerably in comparison to previous years. The total potable water consumption across site was also significantly reduced in FY21, with 70% less potable water used during the reporting period. The reduced water consumption was a result of increased rain received during the period.

Recycled Water Project

NCIG continued to progress planning works associated with the Recycled Water project on site during the reporting period. The project involves the introduction of treated water from a local wastewater treatment facility into our site raw water process system. The project is expected to deliver significant potable water savings on site, and potentially reduce the risk of business interruption during drought conditions when potable water restrictions can be imposed. The sustainability benefits of this project are clear to NCIG and in FY22 will finalise our feasibility process on this project. If determined to be viable, we will move forward with our plans and implement the use of recycled water onsite.

Settling Pond Wall Remediation Project

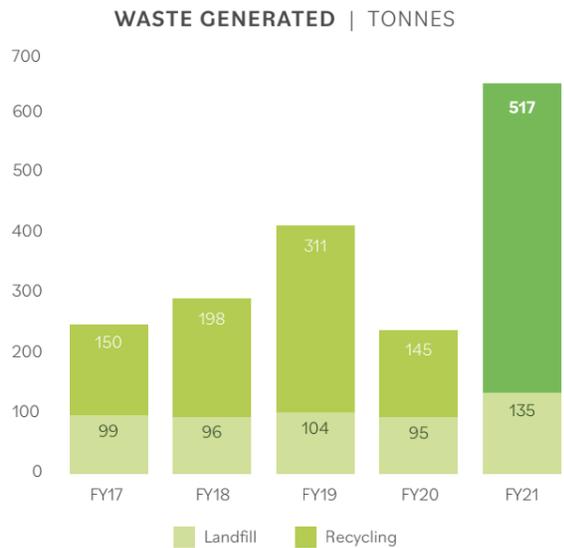
During the year, NCIG commenced a settling pond wall remediation project. The project aimed to improve the integrity of the existing pond wall embankment. In the previous reporting period, NCIG identified impacts to its pond wall embankments during extreme weather events that required significant repairs. The project involved the installation of a series of engineered cut off barrier walls, which were installed in areas along the embankments where previous impacts had been seen and where gypsum deposits had been confirmed. The project is on track to be completed early in the next reporting period and is expected to greatly improve the integrity of the stormwater pond wall embankments in the future.

WASTE

Recycling

NCIG has a strong tradition in working towards limiting waste to landfill and promoting the reuse and recycling of materials generated onsite. During the year we recycled 79% of total waste generated, achieving our best performance over the last five years. This represents 517 tonnes of waste recycled, which was 372 more tonnes than last year. This increase was primarily due to the Shiploader 2 recovery project, which produced significant metal and other industrial waste, the bulk of which was recycled.

We aim to achieve the best end-of-life use for the products and materials that we use onsite. We currently manage approximately 20 different waste recycling streams, including soft plastic, metal, paper and cardboard, e-waste, and machine waste such as conveyor idlers and belts. One of our waste projects planned for next year is to conduct industry research and determine where specific improve measures in our waste performance and targets can be made.



Plastic Waste Initiatives

We are proud to partner with Plastic Police®, a local community engagement program that collects, recycles and reuses soft plastics. Plastic Police collects soft plastics from NCIG and other local businesses and councils, and turns it into new and useful products such as asphalt and outdoor products through their manufacturing partners. We first participated in the Plastic Police program in 2018, and since then we have diverted 2,195kg of soft plastic material from landfill. This is equivalent to 548,750 plastic bags, and if lined up, would stretch 165 kilometres.

We also strive to close the loop, and where available, will buy products that have been made from recycled plastic materials. An example is our purchase of recycled plastic dunnage, (durable padding material used to protect goods during shipping), which replaces timber and steel.



2,195 KILOGRAMS SOFT PLASTIC WASTE COLLECTED SINCE 2018

=

548,750 BAGS SAVED FROM LANDFILL

=

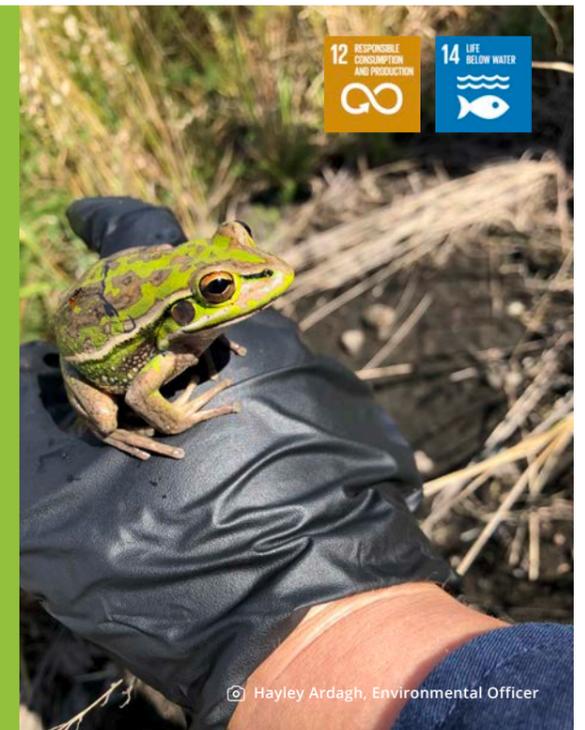
165 KILOMETRES IF LINED UP

BIODIVERSITY

Enhancing Local Ecology

NCIG continued its commitment to enhancing local biodiversity, both within our operation and on the land surrounding the terminal site. Our efforts have particularly been targeted at enhancing biodiversity outcomes for the endangered Green and Golden Bell Frog and migratory shorebirds, a group of birds protected under international agreements.

This year, a Green and Golden Bell Frog breeding event was recorded in NCIG's Compensatory Habitat, for the sixth consecutive year since the creation of the habitat. Additionally, breeding was confirmed in and around the industrial areas of Kooragang Island, including at NCIG. We also continued to record a number of resident and migratory shorebirds utilising NCIG's Migratory Shorebird Compensatory Habitat during the year, including consistent numbers of the critically endangered Eastern Curlew over the summer period.



Hayley Ardagh, Environmental Officer

70% REDUCTION IN POTABLE WATER USED

79% TOTAL WASTE RECYCLED

COMPENSATORY HABITAT & ECOLOGICAL MONITORING PROGRAM

We recognise the importance of managing our operations in a way that protects local biodiversity and minimises our ecological impacts. Our Compensatory Habitat and Ecological Monitoring Program (CHEMP) is an in-depth monitoring and maintenance program on and around our terminal site. One of the main objectives of the CHEMP was to develop core aquatic breeding habitat, spread across a 78-hectare landscaped wetland precinct, for the endangered Green and Golden Bell Frog (*Litoria aurea*). We also manage a refuge for migratory shorebirds within the Hunter at an area known as Fish Fry Flats. This wetland is an intertidal mudflat, which receives water from the Hunter River on each tide.

GREEN AND GOLDEN BELL FROG

NCIG conducts specific management activities at the Green and Golden Bell Frog Compensatory Habitat in consultation with the NSW National Parks and Wildlife Service, including vegetation management, pond cleaning, pest management and other ancillary activities. The habitat is intended to encourage movement, foraging, overwintering and breeding of the frogs. The research program in the compensatory habitat has contributed to the funding of four PhD and post-doctoral studies at University of Newcastle, in various areas of research.

NCIG also contributes, along with other local industry supporters, to a long-standing monitoring program conducted by the Amphibian Research Group at the University of Newcastle. Over the past 11 years the program has closely surveyed the local population of the frogs in and around the industrial area of Kooragang Island and Ash Island. Details are recorded and reported, which help us improve the habitat's future effectiveness. Results have been very encouraging with a gradual increase in the frog population and consistent breeding events. The population is considered to be one of the largest and most stable populations nationwide.

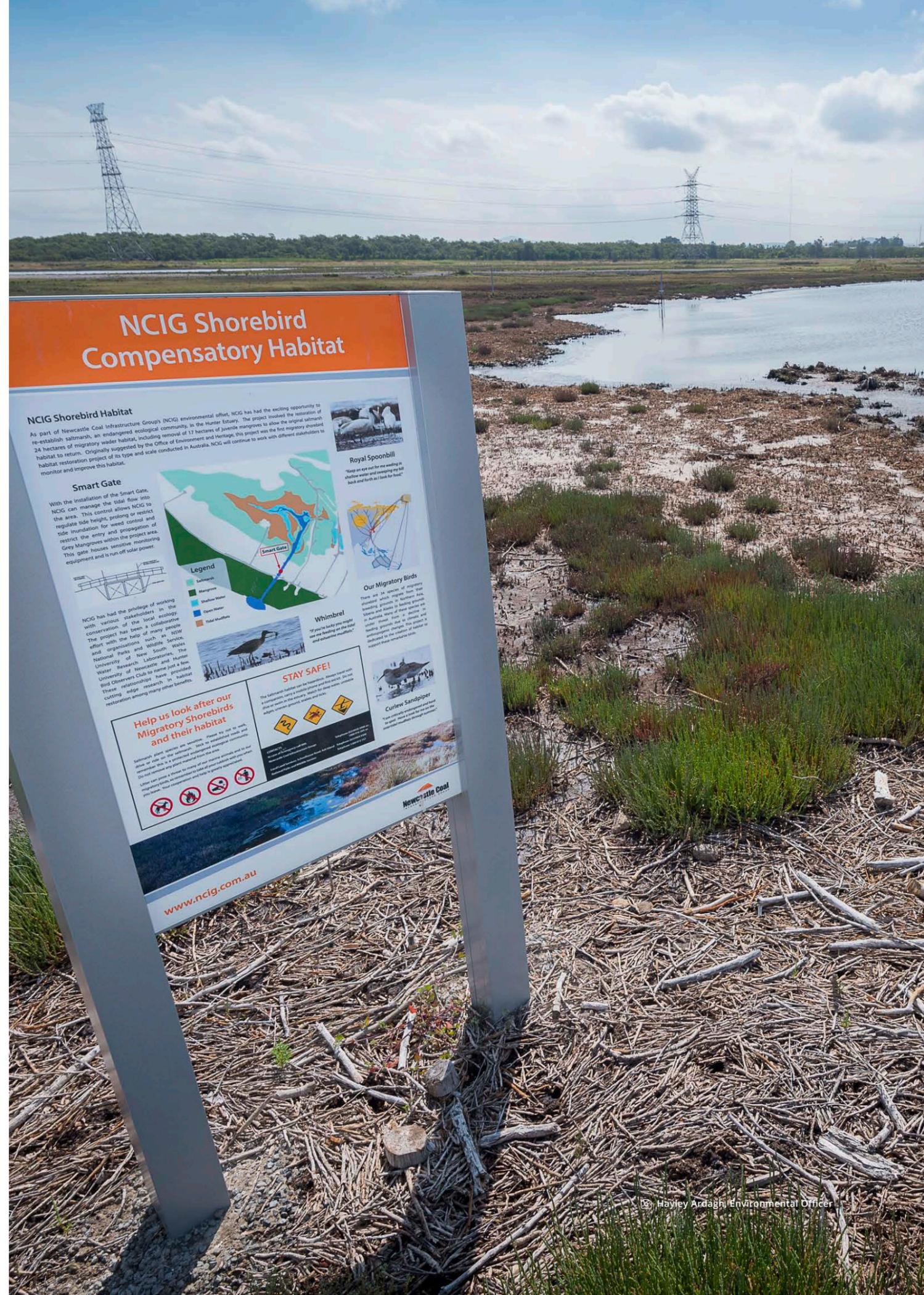


Wade Covey, Environment and Sustainability Lead



MIGRATORY SHOREBIRDS

As part of our CHEMP, we manage a system that allows tidal water to pass through Fish Fry Creek from the Hunter River. Automated flood gates and fixed screens block floating mangrove seeds but allow fish passage. Through targeted management activities, including annual removal of mangrove seedlings, more sensitive wetland vegetation communities, including coastal saltmarsh are able to grow. This provides a suitable habitat for returning and endemic shorebird species, which visit the estuary each summer, returning from a journey that takes some birds as far north as Siberia and the Arctic Circle. Since we commenced management of Fish Fry Flats, there have been 11 species of migratory shorebird return to this part of the estuary. Species include the Red-necked Stint and Sharp-tailed Sandpiper, birds which are using the habitat increasingly for feeding and roosting.



Hayley Ardagh, Environmental Officer

Our Community and Stakeholders

Our Community and Stakeholders

FOCUS AREAS

- Employment
- Engagement
- Procurement
- Support

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

MANAGEMENT APPROACH

We are a proud Novocastrian and Hunter business and are committed to contributing to the prosperity of our local communities and region, and Australia more broadly.

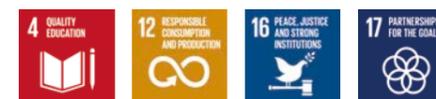
NCIG supports organisations and community groups that reflect and share our values. Through our Community Support Program and our Community Partnership Program, we aim to meet one or more of the following objectives:

- 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

Our key systems, processes and initiatives include:

- Community Investment Strategy, which includes our Community Support Program and our Community Partnership Program
- Procurement process that preferences local and sustainable options where feasible and within criteria boundaries
- Modern Slavery Policy and annual statement
- Stakeholder Engagement and Communication Strategy
- A Community Engagement Group that meets three times per year
- Community site tour program
- Recruitment and selection approach that promotes local opportunities
- Routine quarterly update meetings and regular collaborative contract reviews with suppliers

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



COMMUNITY SUPPORT

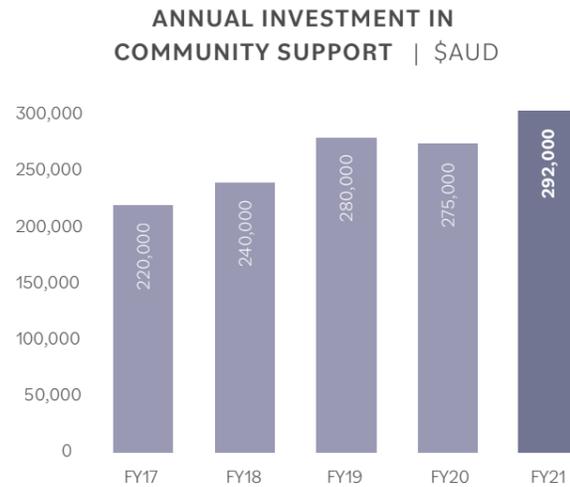
Actively supporting our local community is important to NCIG. Our community investment programs provide financial and in-kind support to local community groups that work hard to help the local community. During FY21, we contributed \$292,000 to various community support initiatives.

Community Support Program

Actively supporting the local community is an important aspect of NCIG's operations. Through our Community Support Program (CSP) we provide financial assistance to groups that work hard to help our community. Our CSP has been running since 2010 and has contributed more than \$2 million to more than 350 local projects that aim to improve facilities and social connection in our community. Through our CSP we seek to support one-off initiatives or events through an open application process, which runs twice a year. The 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.

Variety Spin 4 Kids

For the past four years, NCIG has been the presenting partner in Variety's annual Spin 4 Kids event. This year, the charity's fundraising event saw 30 teams of up to 10 people race on their spin bike for over four hours, raising over \$70,000 to help sick and vulnerable children. A team of NCIG employees from across the business enthusiastically took part in the event this year.



Community Partnership Program

NCIG also invests in the local community through its Community Partnership Program (CPP). The CPP is a three-year partnership program, that aims to provide additional long-term funding to organisations that seek to implement a larger initiative to benefit the broader community.



Newcastle Jets Skills Program

We continued our partnership with the Newcastle Jets to deliver their Youth Skills Development Program. It focuses on developing the skills of young footballers in the local community, no matter their age, ability, playing experience or skill level with the primary aim to encourage them to be active.



Mission to Seafarers Newcastle

We also continued to support the Mission to Seafarers (MTS) Newcastle. MTS continued to provide physical and mental health support to seafarers who arrive by vessel to the Port of Newcastle. This essential service became even more crucial over the year as COVID-19 impacted seafarers' shore leave. MTS have continued to support seafarers remotely, providing care packs and online support services.



MENTORSHIP FOR GIRLS IN STEM THROUGH HUNTERWISE

NCIG is committed to supporting young people in our community to help provide skills for the future. Since 2019 we have partnered with HunterWiSE, a mentorship program that aims to encourage and increase the participation of young women in STEM (Science, Technology, Engineering and Maths) related subjects. The program also provides insight into how STEM skills can be applied in the workplace, such as at NCIG. Developed by academics and teaching professionals at the University of Newcastle, HunterWiSE helps to address the gender imbalance that emerges through secondary school and provides greater opportunities for women for a career in STEM. The program involves weekly workshops over one term, with HunterWiSE mentors and a group project solution task that the girls present to industry representatives.

During the year we welcomed 20 girls in Year 8 at Callaghan College to our site. The girls received mentoring from two of our female engineers who also shared their career experience. They used craft material to create a functioning model stacker reclaimer, and coded Lego Robotics with the assistance of NCIG's Controls Engineers.

Newcastle Coal Infrastructure Group has committed \$90,000 over a three-year period to HunterWiSE. HunterWiSE hope to reach more than 360 girls by 2022, depending on the ongoing impact of COVID-19.



"It's wonderful that we can open our doors to girls, helping them understand how much STEM underpins challenging and rewarding careers in industry."

Emma Creasey, Graduate Civil Engineer

PROCUREMENT

Purchasing Locally

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. Through our local procurement strategy, we make a substantial economic contribution to the prosperity of our local region, and in FY21 our total local spend was \$40.5 million. The total amount spent within the rest of New South Wales was also more than \$8.8 million.

During the year extraordinary expenses were also incurred due to the repairs required to return Shiploader 2 back to service. These costs accounted for \$42.4 million.



FY21 ECONOMIC INVESTMENT

HUNTER / CENTRAL COAST	\$40.5M
REST OF NSW	\$8.8M
REST OF AUS	\$46.1M
REST OF WORLD	\$0.2M

**The above excludes major utility costs and royalties/taxes*

Modern Slavery and Sustainable Procurement

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 aim to take appropriate steps to reduce and mitigate the impacts of modern slavery within our supply chain.

In November 2020, NCIG finalised its Modern Slavery Policy, which 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. We also published our first Modern Slavery Statement in March 2021 and during the remainder of the year made the following progress:

- conducted a supplier risk review to identify the potential modern slavery risks;
- conducted a supplier modern slavery survey;
- incorporated modern slavery provisions into our contracts and procurement documentation;
- established a database of supplier responses to support future efforts;
- provided informal training for relevant business leaders and contractors, particularly those involved in procurement and supply chain management; and
- continued to seek opportunities to engage and collaborate with external stakeholders.

As part of NCIG's ongoing commitment to evolving its governance related to Modern Slavery risks, we have identified several future actions to help us mitigate, identify, report and manage any occurrences of Modern Slavery in our business and supply chain.

We plan to:

- integrate Modern Slavery into our annual operational risk assessment and our Whistle-blower Policy;
- provide training for all relevant NCIG staff and contractors on NCIG's Modern Slavery Policy requirements;
- continue to take active steps to identify the location and sources of goods and services and update our database with the information; and
- consult with our customers and other port stakeholders to explore the risks and mitigative practices related to ships that berth at our terminal, and to share and learn best practices.



UNDERSTANDING MODERN SLAVERY RISKS

During the year NCIG took a high-level risk-based approach to further identify the potential risks for modern slavery in our supply chain and across our business. We conducted a risk review and a supplier survey to understand the upstream procurement policies and practices of our suppliers.

The risk review involved analysing the potential for direct and indirect exposure, the inherent risks, consequences and likelihoods of modern slavery occurrences. To do this we developed risk profiles of our suppliers using specific criteria that included review of annual expenditure, their sector and location of their operations. We also evaluated which direct risks were most relevant within our Australian supply chain, identified employee conditions and if there were any other key material risks likely to occur further up their supply chains depending on where they source their goods and services.

Our supplier survey was issued to 70 key suppliers of goods and services whom we had deemed to be high-risk.

WHAT WE LEARNED

By analysing the response to our survey, we identified that:

- no direct occurrences of Modern Slavery were observed
- we have direct and indirect exposure and therefore different levels of influence
- a key risk is our suppliers' potential exposure to substandard work conditions within their organisation or supply chain
- most suppliers focus on employment conditions, particularly when no award for their industry exists
- some suppliers lack awareness of legislative requirements and this was somewhat influenced by their commercial maturity
- although we purchase through local suppliers, some source their products from abroad
- some of our local suppliers have an international presence and their labour standards are consistent with Australian industry award and/or international best practice
- our larger suppliers meet the legal requirements and have policies, codes of conduct, modern slavery statements, and operate with employment conditions equivalent to, or above industry award.



"We have identified the potential risks for modern slavery in our supply chain and have reviewed our processes and governance framework. Now we want to actively engage with our suppliers so our expectations are clear."

Michael Symons,
Procurement Specialist

EMPLOYMENT

Contracting Locals

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, Doito, 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.

ENGAGEMENT

Stakeholder Engagement

Our stakeholders are central to our business and our success, and we work closely with them to understand their concerns and expectations. Key stakeholder groups have been determined based on a combination of our business values, strategic relationships and our commitment to working sustainably.

In addition to our regulatory obligations, we also strive to meet the expectations of our stakeholders in relation to our impact on the environment around our site. We always welcome constructive interaction and aim to proactively communicate and engage with community and stakeholders around our operations.

STAKEHOLDER GROUP 2021 ACTIVITIES

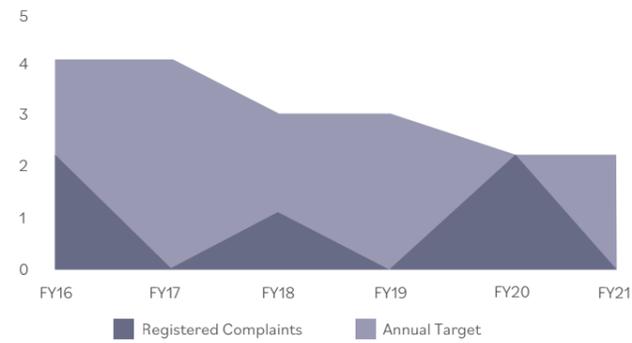
COMMUNITY		The Community Engagement Group met in October 2020 and March 2021 to discuss and consult on our operational activities and environmental performance. We provide updates about performance and community support activities via social media (Facebook and LinkedIn) and newsletters.
CONTRACTORS		Our routine quarterly communication meetings update our contractors on workplace safety, operational performance, major shutdowns and other critical site activities.
CUSTOMERS		Consultation with our customers is a consistent and continuous activity. Our monthly customer meetings, the majority of which were held virtually this year, specifically consulted on the roll-out of our Logistics Management System (LMS) and progress on repairs to Shiploader 2.
EMPLOYEES		Our Employee Engagement Survey this year achieved a 95% participation rate across the business. Onsite and virtual business-wide meetings were also regularly held, and weekly staff updates regarding Shiploader 2 repairs and return to service were also provided throughout the repair project.
GOVERNMENTS & REGULATORS		NCIG has specific regulatory frameworks and reporting requirements, for which we fully meet our obligations.
INVESTORS		Our finance team liaised with representatives of our major investors and (potential) lenders, often in continuation of our long-standing relationships. We also liaised intensively with our insurers regarding the damage and repairs to Shiploader 2.
SHAREHOLDERS		Our Board comprises representatives of our shareholders. A performance report is provided to the Board monthly with onsite board meetings held quarterly.
SUPPLIERS		We work closely with our suppliers and conduct collaborative contract reviews, which are a continuous feature of the NCIG-contractor relationships. This year we also conducted a survey of 70 suppliers as part of our Modern Slavery risk review.

COMMUNITY RESPONSE

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.

NCIG received no registered complaints in FY21 that required any modification to our operational activities.

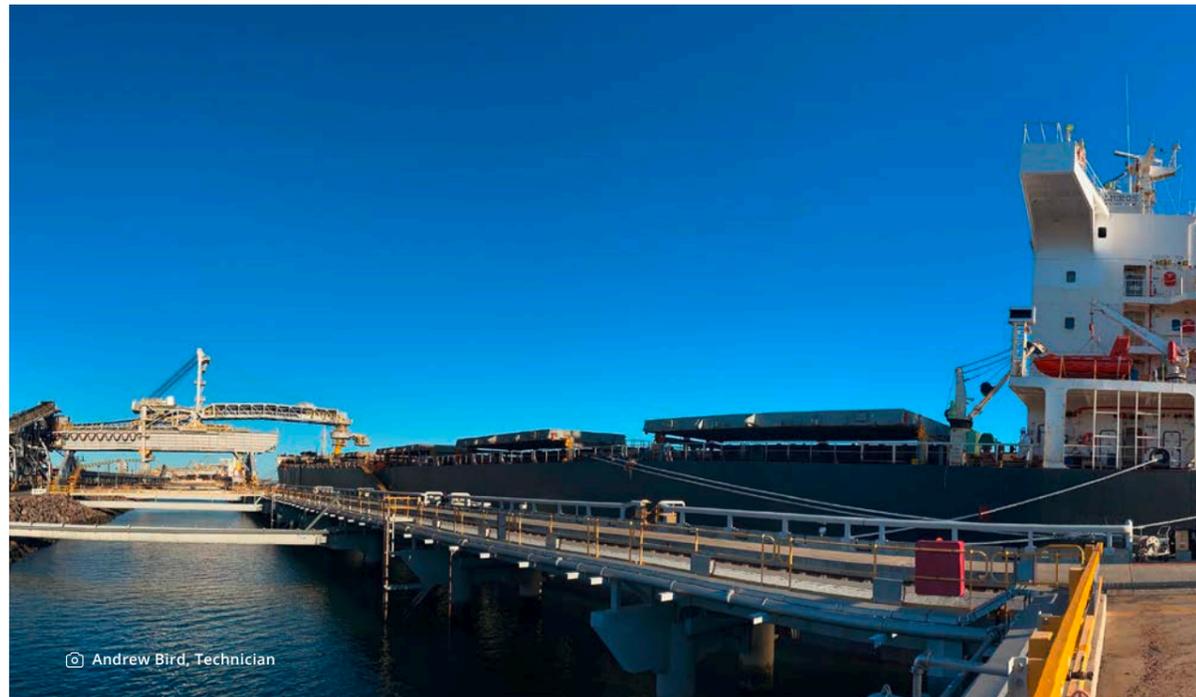
REGISTERED COMPLAINTS | NUMBER OF COMPLAINTS



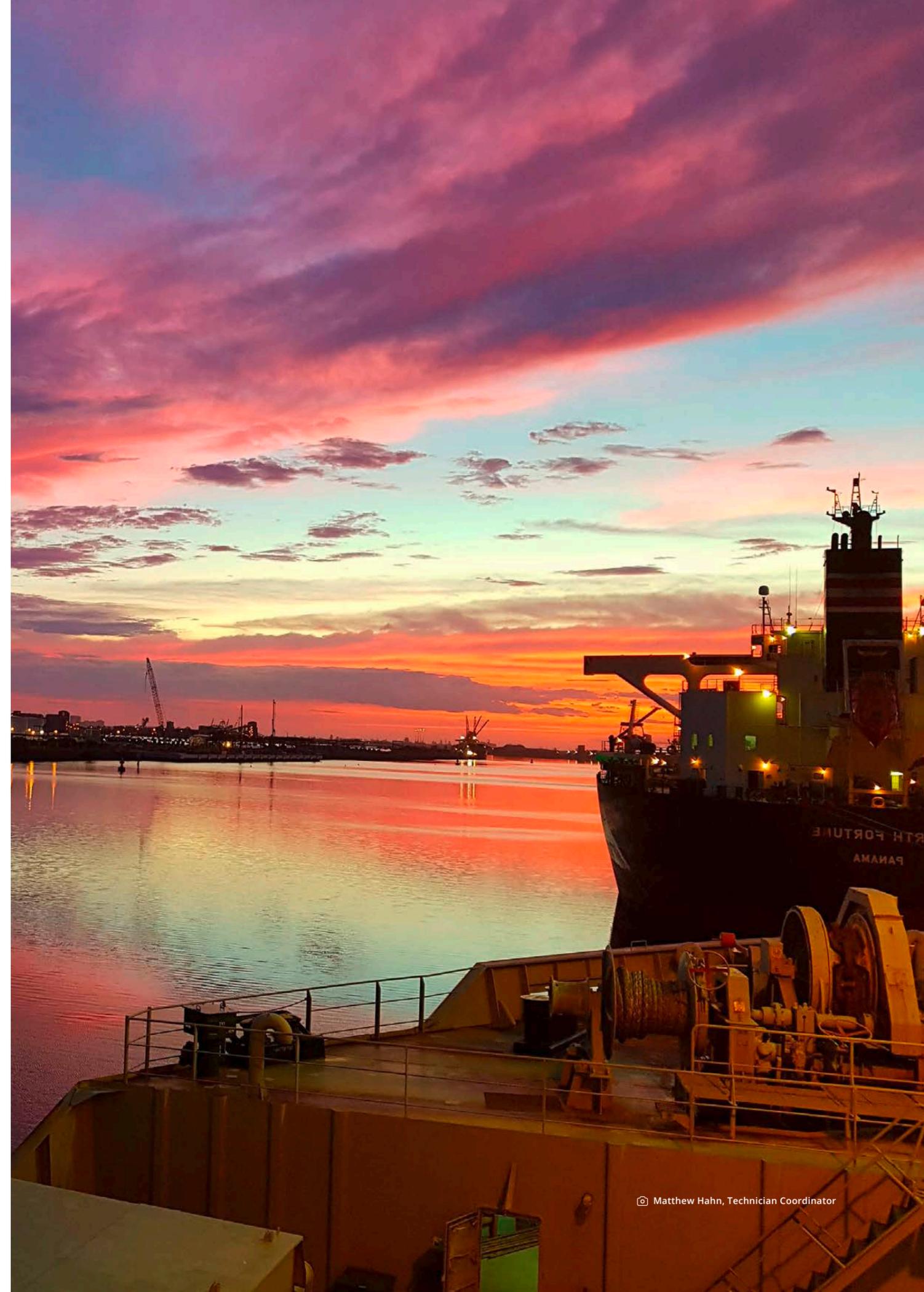
INVESTOR ESG ASSESSMENT

This year NCIG again participated in the GRESB ESG benchmark assessment for infrastructure assets. GRESB collects, validates, scores and benchmarks the information, which helps to provide financial markets with transparency about our ESG processes and performance.

This year our GRESB score for the FY20 reporting period improved by 5 points to a total of 71 from 100 which was very pleasing and shows NCIG's commitment to continuously improving its ESG performance.



Andrew Bird, Technician



Matthew Hahn, Technician Coordinator

Operational Performance



Committed to providing critical infrastructure to a global market

© Alison Macready, IT Specialist

REDUCED THROUGHPUT

Following the damage to Shiploader 2 in November, NCIG operated for the remainder of the year with a single shiploader over two berths and demand became greater than our terminal's coal handling capacity. Total terminal throughput for the period was 44.7Mtpa, some 22% below the original annual budget of 57Mtpa.

VESSEL TURNAROUND TIME

Vessel Turnaround Time is the time between a vessel's arrival to the Port of Newcastle and the completion of coal loading at the NCIG berth, including any delays encountered. Our goal is to achieve an average of 3.0 days. Prior to Shiploader 2's inoperability, our average vessel turnaround time was 3.1 days. However, following the impacts to SL02, a vessel queue formed in November and continued until demand softened in February. This resulted in a reduction of turnaround times. In March, a significant weather event in the Hunter region shut down the rail network for a number of days and heavily restricted vessel movement through the Port of Newcastle causing an increase in vessel turnaround times. The weather event provided an opportunity to complete this maintenance work on Shiploader 1. Significant improvements in terminal outbound performance during April to June 2021 reduced the vessel queuing time. At the end of the reporting year, our average turnaround time was 5.3 days, with a peak of 9.9 days in January 2021. We also track vessel turnaround time excluding delays associated with vessels' commercial terms and coal availability at the port. Customers who routinely schedule their trains ahead of vessel arrival enjoyed a lower average turnaround time. The time vessels were berthed was not reduced, which demonstrates the solid performance of the active shiploader and that the increased turnaround time was a result of the NCIG queue and wait for coal.

CAPABILITY AND CAPACITY

In December 2020 we recalculated our terminal's nominal capacity to 46.7Mtpa due the disruption caused by damage to Shiploader 2. This was based on having to operate with a single shiploader across two berths. Our Operating Capability was 52.8Mt, which was 25% below our annual budget of 70.8Mtpa. Despite the magnitude of the changes in technology and people requirements during the year, our loading reliability remained exceptional. Remarkably, our terminal achieved a record annual outbound Gross Load Rate (GLR) of 5,610tph. Actual performance between December 2020 and February 2021 was closely aligned to the updated capacity calculation, however it fell short of the target in March 2021 due the structural repairs required on Shiploader 1. During April, May and June, we achieved record average monthly GLRs, and in June we set a new NCIG monthly record of 6,520tph.

GROSS UNLOAD RATES

NCIG's infrastructure typically operates at benchmark levels for Australian coal terminals, however this year our dump station achieved our highest annual Gross Unload Rate. We attribute the success to inbound train mix, improvement initiatives implemented as part of the single shiploader optimisation and dump station automation projects. An industry-wide shift away from poorer performing pneumatically actuated wagons has also had a positive impact on train unload rates.

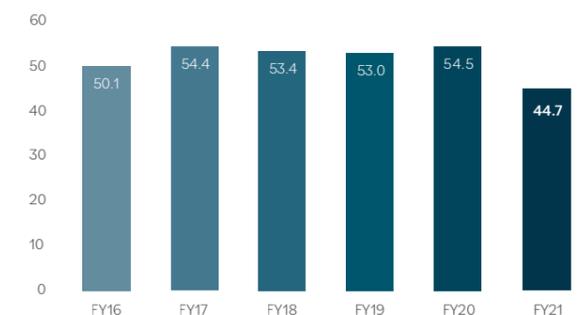
MATERIAL PROCESS INCIDENTS

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 two material process incidents, and as a result, we did not achieve our target of zero for the first time since 2018. The incidents related to:

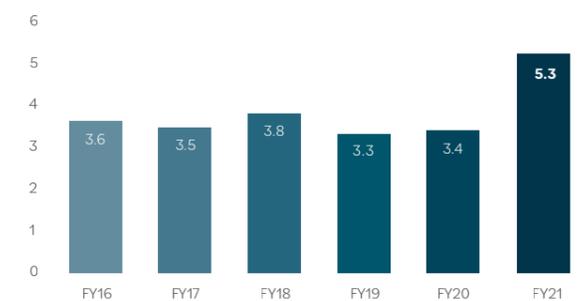
November - storm event damage sustained to Shiploader 2, which generated significant cost, operational delay and reputational impacts; and

March - an 11 day outage of Shiploader 1 for structural reinforcement of its mast, which resulted in an extended operational delay. The impact to our customers was mitigated by the works being undertaken at a time when a significant regional weather event had shut down the rail network and impacted vessel movements in the Port of Newcastle.

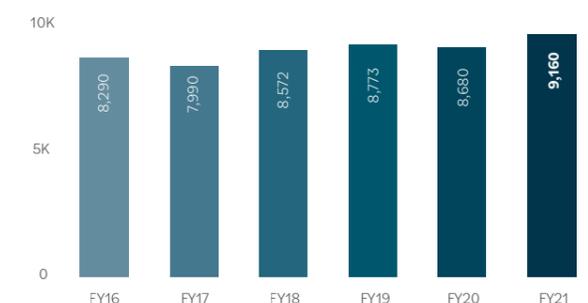
THROUGHPUT | MTPA



VESSEL TURNAROUND TIME | DAYS



INBOUND GROSS UNLOAD RATE (GULR) TONNES PER HOUR



OUR INFRASTRUCTURE

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

ASSET MANAGEMENT

We take a holistic approach to asset management, and proactively and sustainably manage risks, cost and performance of the assets over the life of the terminal. Asset integrity initiatives during the year included a review and update of our Asset Management Plans, cost modelling and detailed asset integrity inspections and repairs.

Our routine reliability monitoring programs include both state of the art automated machine monitoring through sensors and control systems and regular manual inspections, testing and analysis of key equipment and components. All data collected is analysed and used as a key input to the creation of both short and long-term predictive asset maintenance strategies. This practice, in combination with well-defined asset management plans, helps ensure that the terminal can continue to meet current and future capacity and throughput demands of the business.

During the year we completed several maintenance and improvement projects to ensure the premium calibre of our service.

SL01 and Wharf Protective Coatings Repair

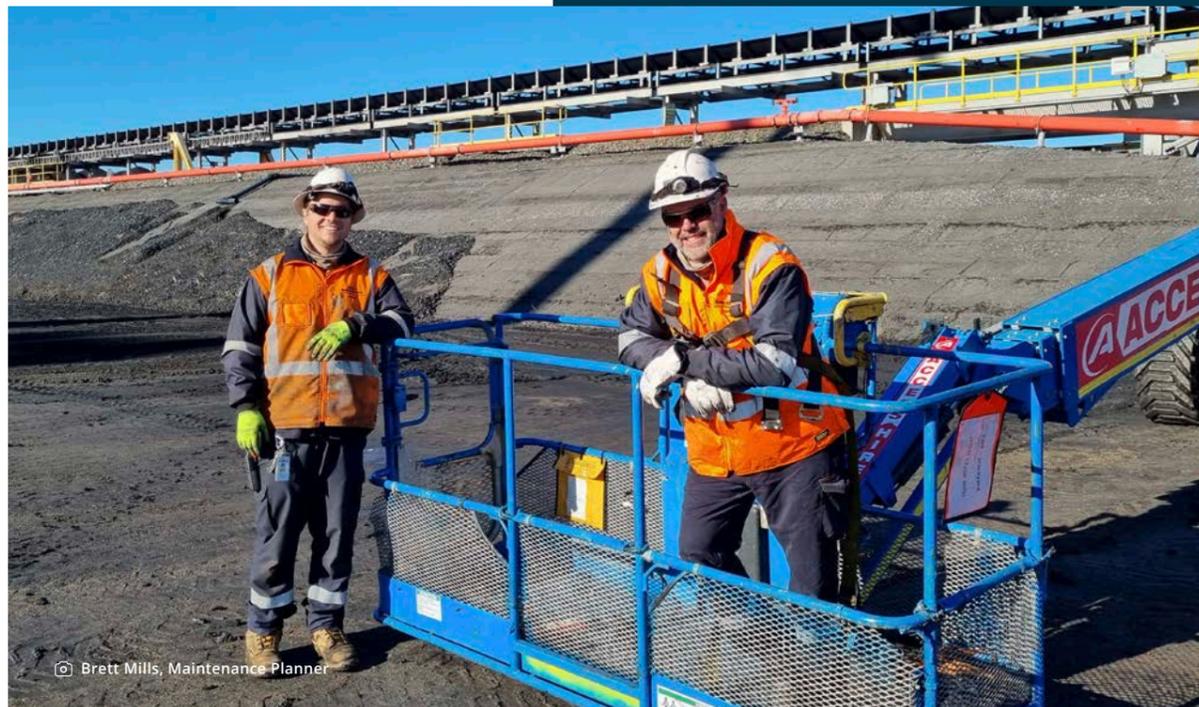
As part of our long-term protective coating strategy, maintenance and repair work on the Shiploader 1 tripper structure was undertaken over a 17-day asset outage in October/November 2020. The project was considered critical to the life of the assets to eliminate premature structural issues that can become very costly to repair and require substantial downtime to remedy if not maintained appropriately. Significant work was carried out to investigate and trial the most appropriate method of protecting wharf piles. Two pile wrapping techniques are now in trial, the outcomes of which will be compared with traditional painting methodologies.

SR02 Berm Rail Tamping

The berm rails and associated yard conveyor for Stacker Reclaimer 2 were re-tamped during the period. This risk mitigation strategy helps prevent the infrastructure settling to a point where it would become un-workable.

Shiploader Mast Strengthening

NCIG commenced mast strengthening on its Shiploader 1 in late March, at a time that coincided with a period of significant regional weather conditions that resulted in operational impacts to the rail network and heavily restricted vessel movements through the Port of Newcastle. The strengthening works were carried out by the original equipment manufacturers and were successfully completed in the same month.



© Brett Mills, Maintenance Planner

LOGISTICS MANAGEMENT SYSTEM

NCIG's approach to continuous improvement and workforce led innovation drove the creation of our Logistics Management System (LMS), which was finalised this year. In a project that stretched out over almost four years, the LMS was developed to be an efficient, transparent, and scalable management tool that integrates the three fundamental aspects of our operational processes: inbound (trains); stockyard (coal storage and stewardship); and outbound (ship loading).

Rail, shipping and stockyard information, documents and instructions are directly input into the LMS by our team, our customers and other industry service providers. It collects, stores, processes and shares information, providing an efficient, consistent service, a business interface and administrative single point of reference for our customers. The LMS also provides users with a tool for monitoring our terminal's performance, and specific coal chain related activities in real time, 24/7.

NCIG's planning and automated workflow processes have improved and created efficiencies. Notably, the LMS also supports vessel management, and enables us to review a vessel's size, shape, safety and compliance history. Previously a vessel's load plan would take around 20 minutes, but with the LMS that time has been reduced to five minutes. With an average of 15 load plans a week, five hours has been reduced to just over an hour.

Our LMS currently has more than 400 users including NCIG operations and assets teams, customers, surveyors, samplers, agents, and service providers. On average the LMS has 80 logins a day from more than 65 organisations.



BUILDING A NEW LOGISTICS TOOL

The idea for our Logistics Management System (LMS) was sparked from an informal conversation at NCIG's 2015 Christmas Party, between our Logistics, Live Run and Control Systems employees who were discussing how we could best resolve the systematic challenges of our previous logistics tool, the 'Vessel Tablet'.

In 2017, we began consulting with our customers with the intention of developing a 'Shippers Portal'. Unfortunately, workflow information became unreliable, was often delayed, and was at risk of human error due to the reliance on instructions being communicated via phone or email and then manually input into three different systems that were being simultaneously managed by NCIG and our customers.

We looked at various off-the-shelf products and found that they all required significant modification in order to meet our needs, so we decided to develop our own customised system. We worked together with specialist development engineers who had an understanding of our processes, and consulted with our customers to determine the priority components. A project team of 10 people, on and off for more than three years, were key to the success of the LMS that is used today.

With an estimated lifespan of 10-plus years and a modular structure, the LMS can also be updated as and when needed. To date, more than 20 individual modules have been released and we intend to further develop and optimise the system's capability moving forward.



"The LMS project has improved our terminal's efficiency, reduced bottlenecks and has provided our customers with a consistent and reliable service that is available to them 24/7."

Steve Bullman, NCIG Live Run Superintendent

DUMP STATION AUTOMATION

The infrastructure at NCIG operates at benchmark levels for Australian coal terminals. In FY21 we raised the bar further when we successfully completed our multi-year initiative to fully automate our train unloading process. Our Dump Station Automation project was successfully completed in February 2021, and helped NCIG achieve an annual record GULR of 9,160tph, an improvement of 0.5% compared to 2020. It is remarkable that we were able to improve our performance whilst also implementing such a large automation project. This result demonstrates the high level of collaboration, preparation, engineering excellence and commissioning that was achieved throughout the project.

TRAIN UNLOADING AUTOMATED

The Dump Station Automation project commenced in 2019 and was successfully completed in February 2021. Initial stages included a feasibility study during which we met with several other coal terminals on the east coast of Australia to understand their experiences with similar technology. Based on our findings, we chose to develop a bespoke solution that better suited our own specific needs. We engaged extensively with our people, our customers and rail providers, to understand what was required for successful integration and rollout of a fully-automated system.

The technology and supporting infrastructure that was eventually installed automates control system task management, train validation, train speed control and the detection of coal hang-up and residual coal in wagons. For every wagon that arrives at our terminal, the wagon is now scanned using LIDAR Technology to compare an empty wagon profile to the wagon discharging through the bin, with the train being given the command to stop and an image recorded if coal hang-up is detected. Trains tip at the right speed to maintain the target unload rate and the system detects and records any coal hang-up or residual coal inside the carriages, including its volume and location. If hang-up coal is detected, staff of the rail haulage provider will take corrective action steps to ensure the wagon is emptied safely. As a monitoring system, we are able to ensure consistency of unloading performance and achieve the major benefit of detecting coal hang-up in wagons, which also minimises the risk of train derailment.

Our dedicated operational and engineering teams were instrumental to the project's successful delivery. As might be expected through automation, the need for human oversight in some roles was negated. Through a collaborative and consultative change management process, all four of the dump station shift teams were reduced by one person. Two of our workers accepted voluntary redundancies, while two were redeployed to our maintenance team.



“Our Automated Dump Station has increased job safety, reduced operating costs and improved train unloading performance rates. The results far exceeded our expectations.”

Aaron Arthur, NCIG Projects Manager



CYBER SECURITY

NCIG runs a technically advanced business with state-of-the-art electrical, business and control systems. Following a cyber-attack in 2018, we established a multi-year Cyber Security Project, which was completed this year. An independent third-party assessment against industry standards determined that we now have above benchmark security posture.

BUSINESS SYSTEMS AND CYBER SECURITY UPGRADED

Cyber attacks are an ever-present and growing risk to critical infrastructure businesses in Australia. NCIG runs a technically advanced business with state-of-the-art electrical, business and control systems, and we are committed to effective cyber security that protects our business systems, our employees and our customers.

In September 2018, we experienced a cyber security attack that resulted in the encryption and deletion of data across numerous servers in the corporate network. Following this event, we engaged a cyber security specialist to assist with an independent cyber assessment of our IT systems and security risks. Based on the results, we then established a multi-year Cyber Security improvement project to implement a series of multi-layered controls that can protect and detect cyber security threats to the business. Initially we put in place strategies which would enable us to detect a potential cyber intrusion whilst we embarked on a significant program of works to improve our cyber security controls. The project was successfully completed this year and an independent reassessment in June confirmed that our cyber security maturity is now above the Australian average benchmark score for similar businesses with critical infrastructure.

An important element of the project was the implementation of the Australian Cyber Security Centre's Essential 8 (E8) strategies to protect against cyber security threats and mitigate the risk of incidents. We successfully put into effect multiple administrative and technical controls which are designed to make it much more difficult



for cyber criminals to conduct malicious attacks against us. In the second half of FY21, we achieved the major milestone when we successfully segregated our corporate and operational control networks. A change of our IT Managed Service Provider in July 2021 also delivered positive benefits, including a dedicated team of IT engineers on a remote operational service desk, a full-time onsite resource and the introduction of IT infrastructure monitoring, which has helped us to more proactively manage any IT related issues.

Continuous improvement and the maturing of our cyber security systems remains a priority for NCIG. We will continue to conduct regular cyber security assessments to ensure our security levels are maintained, that any security vulnerabilities are highlighted, and that our controls are constantly reviewed and updated.



“The cyber risks we face are very real, so we have made significant investments in our cyber security. It was a huge team effort and there is still work to do, but we are on track to achieve an advanced level of cyber security maturity.”

Naomi Dockrill, Business Systems Manager

SHIPLOADING OPTIMISATION

Following the damage sustained to Shiploader 2 in November 2020, NCIG operated for an extended period with just one shiploader across two berths. The demand for our services outweighed our terminal's coal handling capacity. Recognising this significant challenge for the business, our workforce collaborated and devised a range of efficiency optimisation initiatives to increase our loading capability through our Shiploader 1 stream. In March 2021, we commenced the rollout of these projects, and by the end of June, the project was completed. As a result, we achieved three consecutive months of operating capability above our declared capacity, an increase of about 1.5Mtpa. We also recorded a 14% increase in reclaim rates compared to pre-optimisation, and a 12% increase in load rates compared to our previous terminal record.



Andrew Bird, Technician



“We have achieved significant, measurable improvements in the efficiency and capacity of our terminal, which ultimately helps our customers, and that’s what we are all about.”

Scott Liddell, Manager Assets (Acting)

14%

increase in reclaim rates compared to pre-optimisation



12%

increase in load rates compared to previous terminal record

LOADING CAPABILITY OPTIMISED

When Shiploader 2 was damaged during a storm event in November, the demand on Shiploader 1 to improve its operational efficiency rates rose dramatically. With an inherent drive to innovate and continuously improve our terminal's operational performance, our workforce came together and devised several Shiploader optimisation projects that became internally known as Opti #3. Each of the projects focused on maximising shiploading efficiencies, and minimising delays to vessel departures from our wharf. Key projects were related to reclaim efficiency, stockpile configuration, buffer bin performance, feed-rate efficiencies, and improved load plan efficiencies. All safety systems and protocols to protect our people and equipment were extensively tested, simulated and communicated prior to all projects being activated.

The technical optimisation of the reclaimers' automatic movements resulted in improvements to reclaim rates by approximately 14%. Reclaimers are robotic machines that feed a stream of coal from stockpiles onto conveyor belts, which then moves through our buffer bins and onto the Shiploader at our wharf facility. The improvements have resulted in a more consistent flow of product, which enables us to move more coal in less time.

Improved configurations of our coal stockpiles allowed for better reclaim efficiency and in some cases, we were also able to reduce the number of movements required for the shiploader to load by logistically improving the loading sequence. We also made significant improvements to the consistency of our buffer bin purging and feed out rates, which helps ensure our reclaimers are able to operate without disruption. Ultimately, our customers benefit from a more efficient loading process, and reduced risks of unanticipated delays in vessel departure times and expensive demurrage fees.

Optimising the capabilities of Shiploader 1 was a valuable project for NCIG and our customers. Extensive operational efficiencies were identified, and our people and improved processes have created significant value to our operations that will be sustained into the future.



MANAGING SEVERE WEATHER RISKS

In response to the SLO2 incident in November, NCIG commenced a project to identify a solution to mitigate future operational risks that could be caused by severe weather events. Following a review of available systems, NCIG partnered with Weatherzone to provide a site based severe weather tracking, alerting and forecasting solution for the Terminal. Supported by Weatherzone, an industry leader providing meteorological services in Australia, our site platform provides real-time weather observations and alerting of severe weather impacts such as thunderstorms, lightning, intense rainfall, hail and extreme winds as well as providing detailed weather forecasts for our location. With the assistance of our control system engineers we were also able to integrate key components of the Weatherzone platform into our two main operational control systems (site SCADA and Logistics Management System (LMS)), enabling a consistent approach to alarm response for our operational personnel.

To support operational risk-based decision-making associated with shiploading activities during severe weather, NCIG developed and implemented two Trigger Action Response Plans (TARP's), one for lightning and the other for wind. The TARP's outline risk-based triggers that are monitored and provide guidance on the actions required if the trigger levels are reached. Following a trial period, the system was successfully commissioned and rolled out on site in March with awareness training provided to relevant site personnel.

Since commissioning the system on site NCIG has shared its learnings with industry peers and hope to be able to collaborate more broadly to improve weather forecasting at a regional level. Further enhancements to the system are planned over the next 12 months to further strengthen the management of risks associated with severe weather events.

Key Features of our Severe Weather Monitoring System

- automated weather forecasts distributed daily to relevant site personnel
- real-time, web-based platform with site specific forecasts and risk matrices updated every 15 minutes
- real time alerts for severe thunderstorms, high winds and lightning via SMS, the portal and Weatherguard app
- access to Weatherzone's Business Solution App (Weatherguard), which is compatible with all smart devices
- access to information from hundreds of real time weather stations across Australia



“Our new severe weather monitoring system and site-specific Trigger Action Response Plans have significantly improved the way we can monitor and respond to severe weather risks operationally.

The feedback from our employees and contractors on the system has been really positive.”

Wade Covey, Environment and Sustainability Lead

MACHINE VARIABLE SPEED DRIVES (VSDS)

In November 2020 we commissioned and successfully installed a replacement variable speed drive suite on Shiploader 1. The project was part of our six-year obsolescence replacement program that focuses on sustaining plant reliability, and aims to level cashflow, outage durations and plant performance risk whilst enabling operational demands to be met.



Steve Eyles, Electrical Engineer (Omnicon)

2021 ESG Data

Our Operational Performance

	FY21	FY20	FY19	FY18	FY17
Throughput (Mtpa)	44.7	54.5	53.0	53.4	54.4
Inbound Gross Unload Rate (tph)	9,160	8,680	8,773	8,572	7,990
Outbound Gross Load Rate (tph)	5,610	5,080	5,206	5,422	5,400
Operating Capability (tpa)	52.8	70.1	70.1	71.7	69.4
Vessel Turnaround Time (days)	5.3	3.4	3.3	3.8	3.5
Material Process Incidents	2	0	0	0	N/A

Our People and Culture

	FY21		FY20		FY19		FY18		FY17	
	M	F	M	F	M	F	M	F	M	F
PEOPLE										
Employees - full time	77	15	88	11	87	10	88	11	88	9
Employees - part time	6	6	0	7	2	7	0	5	0	6
Fixed term - full time	1	1	1	1	1	2	1	2	3	0
Fixed term - part time	0	1	0	0	0	2	0	0	0	1
BY AGE										
<30	1	9	1	5	1	5	2	2	1	1
30-50	62	13	62	13	62	14	60	14	61	13
>50	21	1	26	1	27	2	27	2	29	2
LEADERSHIP										
Executive Leadership Team	6	2	5	2	5	2	5	1	5	1
RECRUITMENT AND RETENTION										
New hires	8		4		6		8		6	
Employee turnover (%)	5.6%		2.80%		4.5%		2.80%		2.80%	

	FY21	FY20	FY19	FY18	FY17
SAFETY					
Fatalities	0	0	0	0	0
Lost Time Injuries	0	1	0	1	1
Occupational Illness	1	0	0	0	0
Medical Treatment Injuries	0	0	3	2	2
Lost Time Injury Frequency Rate (LTIFR)	0	2.55	0	2.53	2.42
Total Recordable Injury Frequency Rate (TRIFR)	0	2.55	7.52	7.58	7.27
Hours worked (Employees + Contractors)	466,916	391,456	399,178	395,959	412,531
HEALTH AND WELLBEING					
Unplanned absenteeism (% of total hours)	2.7%	3.4%	3.2%	2.8%	3.1%
DIVERSITY AND INCLUSION					
Number of female employees	23	19	21	18	16
% women in total workforce	21%	18%	19%	17%	15%
TRAINING AND DEVELOPMENT					
Total average hours of training per employee	55	47	30	n/a	n/a

Our Community and Stakeholders

	FY21	FY20	FY19	FY18	FY17
SUPPORT					
Total community investment (\$AUD)	292,000	275,000	280,000	240,000	220,000
Number of community groups supported	45	30	39	54	40
ENGAGEMENT					
Number of registered complaints	0	2	0	1	0
PROCUREMENT*					
Total spend (Hunter / Central Coast) (\$AUD)	40.5	41.3	49.3	47.9	45.1
Total spend (NSW) (\$AUD)	8.8	6.5	5.9	7.9	38.3
Total spend (Australia) (\$AUD)	46.1	5.7	5.2	5.1	7.4
Total spend (Rest of World) (\$AUD)	0.2	0.2	0.1	0.051	0.8

*Excludes major utility costs and royalties/taxes

GRI Content Index

Our Plant and Environment

	FY21	FY20	FY19	FY18	FY17
EMISSIONS					
Greenhouse gases (tCO₂e)					
Total Scope 1 + Scope 2	51,614	67,923	66,258	68,117	67,173
Scope 1	514	333	349	368	223
Scope 2	51,100*	67,590	65,909	67,749	66,950
Emissions intensity (tCO ₂ e/Mt throughput)	1,154.4*	1,247.4	1,250.9	1,276.3	1,235.9
Air quality (kg)					
Particulate matter 10 um	56,075	66,400	59,885	71,047	73,543
Particulate matter 2.5 um	576	57	58	66.4	68
<i>*Includes calculated reduction in emissions associated with certified green energy procurement</i>					
ENERGY					
Total energy consumption (GJ)	260,456	305,942	295,258	299,943	291,122
Transport fuels (GJ)	3,614	4,503	4,795	4,700	3,051
Stationary fuels (GJ)	4,501	1,041	1,105	1,393	1,143
Electricity (GJ)	252,341	300,398	289,358	293,850	286,928
WATER					
Potable water consumption (ML)	155	530	440	468	382
Captured water consumption (ML)	564	505	424	437	472
Recycled water consumption (ML)	0	0	0	0	0
Captured water as proportion of total consumption (%)	78%	49%	49%	48%	55%
Water usage intensity (ML/MT throughput)	16	19	16	17	16
BIODIVERSITY					
Successful Green and Golden Bell Frog breeding events	1	1	2	1	4
WASTE					
Recycling (tonnes)	517	145	311	198	150
Landfill (tonnes)	135	95	104	96	99
Total waste recycled (%)	79%	61%	75%	67%	60%
Waste generation intensity (t/MT throughput)	14.6	4.4	7.8	5.5	4.6
REGULATORY COMPLIANCE					
Material Reportable Environmental incidents	1	0	0	0	0
Registered environmental complaints	0	2	0	1	0
Environmental fines or penalties	0	0	0	0	0



GRI Content Index

This table provides details of report content that aligns with the GRI Global Reporting Standards. This is the third NCIG Sustainability Report developed to align with GRI and is in accordance with the GRI Standards: Core Option.

		PAGE REF.	NOTES
GENERAL DISCLOSURES			
ORGANISATIONAL PROFILE			
102-1	Name of organisation	Cover	
102-2	Activities, brands, products and services	9	
102-3	Location of headquarters	9	
102-4	Location of operations	9	
102-5	Ownership and legal form	9	
102-6	Markets served	9	
102-7	Scale of the organisation	9	Net sales and total capitalisation omitted from report due to commercial in-confidence
102-8	Information on employees and other workers	18	
102-9	Supply chain	10, 35	
102-10	Significant changes to the organisation and its supply chain	35, 49	
102-11	Precautionary principle or approach	12, 14-15	
102-12	External initiatives	2, 12-13, 52-55	NCIG endorses the Global Reporting Initiative (GRI) the UN Sustainable Development Goals, and is a major sponsor of the HunterWISE STEM mentorship program
102-13	Memberships of associations		NCIG is a member of Business Hunter
STRATEGY			
102-14	Statement from senior decision maker	4-5	
102-15	Key impacts, risks and opportunities	12-13	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards and norms of behaviour	9	
102-17	Mechanisms for advice and concerns about ethics	14-15	
GOVERNANCE			
102-18	Governance structure	14	
102-20	Executive-level authority for economic, environmental and social topics	14	
102-21	Consulting stakeholders on economic, environmental and social topics	12-13, 37	
102-22	Composition of the highest governance body and its committees	14	
102-23	Chair of the highest governance body	14	
102-25	Conflicts of interest	14	
102-26	Role of highest governance body in setting purpose, values and strategy	14	
102-29	Identifying and managing economic, environmental and social impacts	12-13, 37	
102-30	Effectiveness of risk management processes	14-15	
102-31	Review of economic, environmental and social topics	12-13	
102-32	Highest governance body's role in sustainability reporting	14	

STAKEHOLDER ENGAGEMENT

102-40	List of stakeholder groups	37	
102-42	Identifying and selecting stakeholders	37	
102-43	Approach to stakeholder engagement	37	
102-44	Key topics and concerns raised	12-13, 37	

REPORTING PRACTICE

102-45	Entities included in the consolidated financial statements	2	
102-46	Defining report content and topic Boundaries	12-13	
102-47	List of material topics	13	
102-48	Restatement of information		Waste intensity values for FY17, FY18, FY19 and FY20 have been corrected due to an error identified in measurement. The impact of these changes is considered insignificant, and there are no changes to regulatory reporting. Data for waste generation totals remain the same.
102-49	Changes in reporting	2, 12-13	
102-50	Reporting period	2	
102-51	Date of most recent report	2	
102-52	Reporting cycle	2	
102-53	Contact point for questions regarding the report	2	
102-54	Claims of reporting in accordance with the GRI Standards	2	
102-55	GRI content index	52-55	
102-56	External assurance	2	

GRI 200: ECONOMIC STANDARDS SERIES

MANAGEMENT APPROACH

103-1	Explanation of the material topic and its boundary	12-13	
103-2	The management approach and its components	12-13, 17, 25, 33	
103-3	Evaluation of the management approach	12-13, 17, 25, 33	

ECONOMIC PERFORMANCE

201-1	Direct economic value generated and distributed	35	
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MARKET PRESENCE

202-2	Proportion of senior management hired from the local community	37	Seven of eight executive leaders live in the local region.
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INDIRECT ECONOMIC IMPACTS

203-1	Infrastructure investments and services supported	42-47	
203-2	Significant indirect economic impacts	35	

PROCUREMENT PRACTICES

204-1	Proportion of spending on local suppliers	35	
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ANTI-CORRUPTION

205-3	Confirmed incidents of corruption and actions taken		None
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ANTI-COMPETITIVE BEHAVIOUR

206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		None
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GRI 300: ENVIRONMENTAL STANDARDS SERIES

MANAGEMENT APPROACH

103-1	Explanation of the material topic and its boundary	12-13, 25
103-2	The management approach and its components	12-13, 25, 27
103-3	Evaluation of the management approach	12-13, 25

ENERGY

302-1	Energy consumption within the organisation	26-27, 50
302-2	Energy consumption outside the organisation	26-27, 50
302-3	Energy intensity	50
302-4	Reduction of energy consumption	26

WATER

303-1	Interactions with water as shared resource	28, 50
303-3	Water withdrawal	28, 50
303-5	Water consumption	28, 50

BIODIVERSITY

304-1	Operational sites owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	9, 29-30
304-2	Significant impact of activities, products and services on biodiversity	29-30
304-3	Habitats protected or restored	29-30
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	29-30

EMISSIONS

305-1	Direct (Scope 1) GHG Emissions	50
305-2	Energy indirect (Scope 2) GHG Emissions	27, 50
305-4	GHG emissions intensity	50
305-5	Reduction of GHG emissions	50
305-7	Nitrogen oxides, sulphur oxides and other significant air pollutants	50

WASTE

306-1	Water discharge by quality and destination	28-29, 50
306-3	Waste generated	28-29, 50
306-4	Waste diverted from disposal	28-29, 50
306-5	Waste directed to disposal	28-29, 50

ENVIRONMENTAL COMPLIANCE

307-1	Non-compliance with environmental laws and regulations	26
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SUPPLIER ENVIRONMENTAL ASSESSMENT

308-1	New suppliers that were screened using environmental criteria	35-36
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GRI 400 SOCIAL STANDARDS SERIES

MANAGEMENT APPROACH

103-1	Explanation of the material topic and its boundary	12-13
103-2	The management approach and its components	12-13
103-3	Evaluation of the management approach	12-13

EMPLOYMENT

401-1	New employee hires and employee turnover	18, 48	
401-2	Benefits provided to full-time employees that are not provided to part-time or temporary employees	21	Part-time employees receive the same benefits as full time employees
401-3	Parental leave		Aligned with legislative requirements

LABOUR MANAGEMENT RELATIONS

402-1	Minimum notice periods regarding operational changes		Outlined in our Enterprise Agreement
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OCCUPATIONAL HEALTH AND SAFETY

403-1	Occupational Health and Safety Management System	17, 19
403-2	Hazard Identification, risk assessment and incident investigation	14, 19
403-3	Occupational health services	19-21
403-4	Worker participation, consultation and communication on occupational health and safety	17-23
403-5	Worker training on occupational health and safety	18-20
403-6	Promotion of worker health	21
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	21
403-8	Workers covered by an occupational health and safety management system	17
403-9	Work-related injuries	20, 49

TRAINING AND EDUCATION

404-1	Average hours of training per year per employee	49	
404-2	Programs for upgrading employee skills and transition assistance programs	22,44	
404-3	Percentage of employees receiving regular performance and career development reviews	23	All employees receive an annual performance and career development review.

DIVERSITY AND EQUAL OPPORTUNITY

405-1	Diversity of governance bodies and employees	23, 48	Information on the NCIG Board of Directors can be obtained at www.ncig.com.au/business/for-investors .
405-2	Ratio of basic salary and remuneration of women to men		Remuneration is role based and there is pay parity

NON-DISCRIMINATION

406-1	Incidents of discrimination and corrective actions taken		None
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FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	35-36
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SECURITY PRACTICES

410-1	Security personnel trained in human rights policies or procedures	15
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LOCAL COMMUNITIES

413-1	Operations with local community engagement, impact assessments and development programs	25, 37-38
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SUPPLIER SOCIAL ASSESSMENT

414-2	Negative social impacts in the supply chain and actions taken	37-38
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PUBLIC POLICY

415-1	Political contributions		None
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CUSTOMER PRIVACY

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		None
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SOCIOECONOMIC COMPLIANCE

419-1	Non-compliance with laws and regulations in the social and economic area		None
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P +61 2 4920 3900
E enquiries@ncig.com.au
A Cnr Egret & Raven Street
Kooragang Island NSW 2304
M Locked Bag 6003
Hunter Region Mail Centre NSW 2310

www.ncig.com.au



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