



Newcastle Coal
INFRASTRUCTURE GROUP

Sustainability Report 2025



Proudly delivering *sustainable*
export services for our customers



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CEO Report

I am pleased to present NCIG's Sustainability Report 2025, which outlines our achievements across the year and demonstrates our ongoing commitment to delivering exceptional outcomes for our customers through sustainable and responsible operations. Our FY25 results reflect the strength and resilience of our business, underpinned by collaboration, innovation, and robust risk management.

Operational performance

Our world-class infrastructure and streamlined operations, supported by responsive teams and continuous asset enhancements, ensured high service levels throughout FY25. As a vital link in the Hunter Valley Coal Chain, NCIG handled 48.8Mtpa in coal exports. We maintained our commitment to high-quality, cost-efficient service, exceeded vessel loading targets, and achieved an average vessel turnaround time of 5.2 days. In June, we marked a major milestone by loading the highest number of vessels in a single month in NCIG's history, which is a testament to our team's dedication and performance.

New strategic framework

This year we refreshed our strategic framework to sharpen our focus on business priorities that will move us closer to achieving our Vision and Purpose. Our updated approach is anchored in three new strategic enablers: Collaboration, Delivery and Resilience. We also set new three-year ESG targets to continue to build business resilience.

Customer relations

Our customers ship coal to meet international demand, and in FY25 they delivered to 19 destinations, predominantly across Asia. Through our Customer Satisfaction Survey, 100% of the 32 participants expressed trust in NCIG's ability to deliver reliable service. We maintained open dialogue through quarterly shipper meetings and hosted 53 customer site tours to strengthen relationships and transparency.

Teamwork

Our success continues to be driven by our people and a strong culture of teamwork. We foster a workplace that prioritises safety, wellbeing, professional development, and inclusion. In FY25, 87% of employees responded to our annual engagement survey, demonstrating strong connection and commitment. We welcomed six new local team members and achieved our target of 50% of new recruits during the year being women, aligning with our new three-year target and reinforcing our commitment to gender equity.

Safety performance

The safety of our people remains our top priority. We proudly reached 2,165 days Lost Time Injury (LTI) free at the end of the period, which is a significant achievement. However, our Total Recordable Injury Frequency Rate (TRIFR) was 7.72, which exceeded our target of 5.0. This result is not reflective of our strong safety culture, and we are actively working to strengthen performance in this critical area.

Energy & emissions

As a significant energy user, we remain focused on optimising energy use across our operations. Our Power Purchase Agreement was finalised last year. This year our counterparty reached planning approval and financial close, with construction to begin in early FY26. This project is a key step in our transition to 100% renewable electricity by 2030 and supports our broader Net Zero Transition Plan. Our continued energy efficiency efforts have also been successful with more than 7% savings from behind the meter.

Environmental stewardship

Our commitment to reducing industrial waste and finding innovative solutions for complex waste streams was highlighted in FY25 when we trialled conveyor belt recycling. We successfully diverted approximately 170 tonnes of used material for reuse in the agricultural industry. We also began a new partnership with a local soft plastics recycling provider. Notably, we exceeded our water efficiency target, with 99% of water consumed in operations having been sourced from non-drinking supplies.

Supporting local prosperity

Supporting our community remained a core priority. During the year, \$400,000 was provided to 68 community groups, strengthening local initiatives and long-term partnerships. We also met our local procurement target, reinforcing our commitment to regional economic prosperity.

Maintaining assets & business systems

Reliability and asset availability are critical to our service delivery. In FY25, we implemented an enhanced system of scheduled asset integrity inspections, condition monitoring, and preventive maintenance programs to support operational continuity. A new cyber security implementation plan was also developed, aligning with national standards.

Reporting landscape

We continued preparing for evolving reporting requirements under the *Corporations Act 2001* and AASB S2 Climate-related Disclosures. With support from external consultants, we conducted a readiness review, established a cross-functional implementation group, and are on track to conduct a dry-run assurance during FY26. This work ensures we are well-prepared for upcoming disclosure expectations around material climate-related financial risks and opportunities.

Awards & recognition

The dedication and hard work of our team were recognised this year through several awards for health, safety, and innovation. This affirms the value of our continued investment in people, systems, and performance excellence.

Leadership change

In April, we farewellled Phil Garling, OAM, upon his retirement as Chair of the NCIG Board of Directors. Since 2018, Phil's leadership has guided NCIG through significant progress, including terminal modernisation and a strong focus on safety, sustainability, and operational excellence. His tenure saw key initiatives such as a recycled water management system, a net zero emissions target, and a Power Purchase Agreement. Phil's vision, integrity, and commitment to the Hunter Region have made a lasting impact. I thank him sincerely for his dedication and leadership and wish him all the best in retirement.

With Phil's departure, Stephen Cantwell was appointed as Independent Chair, bringing in a new era of leadership and innovation. Under Stephen's leadership, NCIG is poised to continue its focus on innovation, safety, and sustainable operational practices, while maintaining its critical role in the global coal export supply chain. I look forward to Stephen's extensive experience guiding NCIG through the evolving landscape of the global energy market and helping us achieve our vision of being the benchmark terminal delivering export services to the world.

Outlook for 2026

Looking ahead, demand for high-quality thermal coal across Asia is expected by market analysts to remain strong, with Australia, and the Hunter region in particular, positioned to increase its market share. This presents an opportunity for NCIG to further strengthen our reputation for reliability, efficiency, and innovation in a competitive global environment.

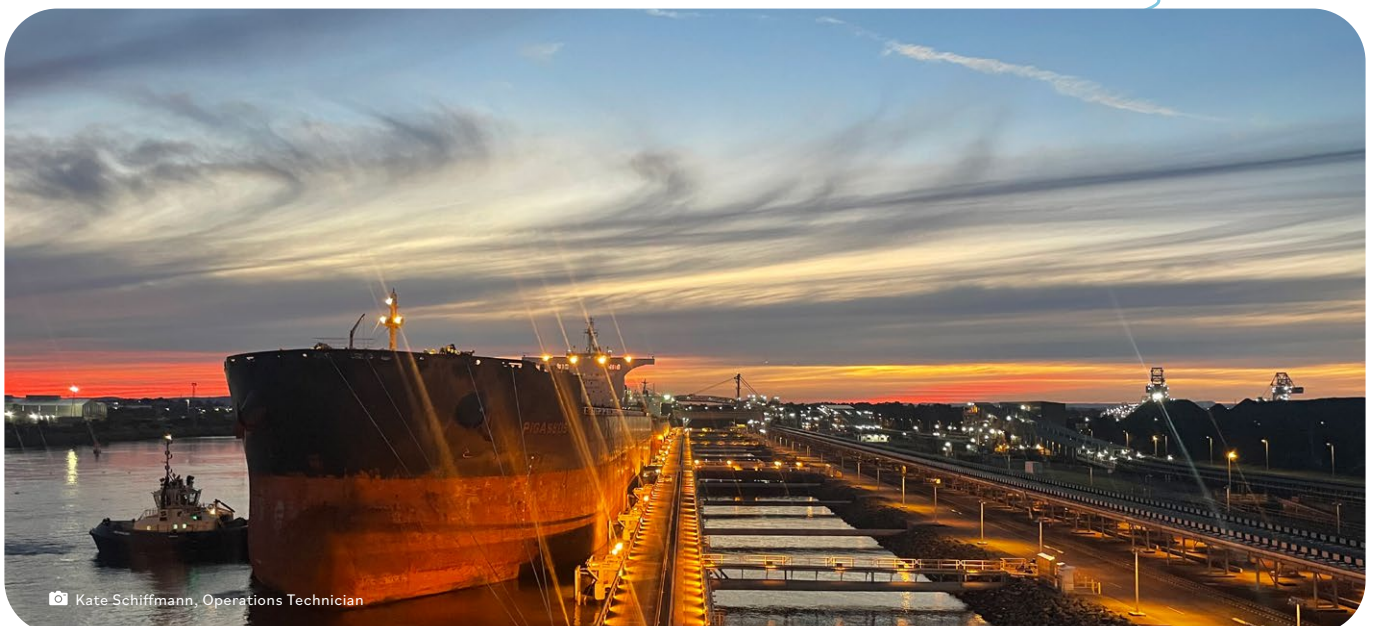
Thank you

I would like to sincerely thank our customers, investors, and shareholders for their continued support. I also acknowledge the important partnerships we maintain across the Hunter Valley Coal Chain, including the Australian Rail and Track Corporation (ARTC), Hunter Valley Coal Chain Coordinator (HVCCC), Port Authority of NSW, and Port of Newcastle, whose collaboration is essential to our shared success. Above all, I extend my gratitude to our people. Their commitment, professionalism, and drive ensure NCIG continues to be the terminal of choice for our customers and a leader in sustainable, high-performance operations.



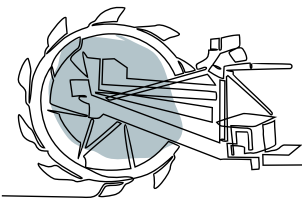
Aaron Johansen

Chief Executive Officer
October 2025



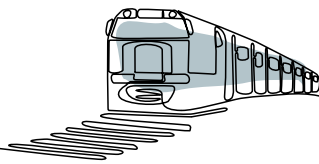
📷 Kate Schiffmann, Operations Technician

FY25 Highlights & Achievements



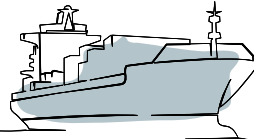
48.8Mt

COAL LOADED



5,982

TRAINS UNLOADED



558

SHIPS LOADED



3 Awards

SAFETY
EXCELLENCE



117

EMPLOYEES



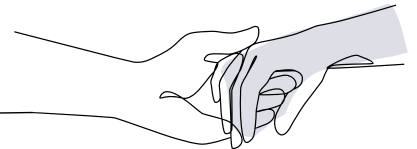
\$400,000

INVESTED IN
COMMUNITY
INITIATIVES



97/100

GRESB BENCHMARK
ASSESSMENT
SCORE



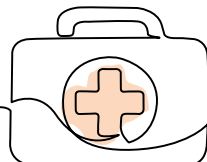
85%

LOCAL ECONOMIC
SPEND



68

LOCAL COMMUNITY
GROUPS
SUPPORTED



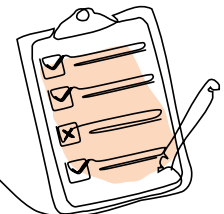
2,165

DAYS REACHED
WITHOUT A LOST
TIME INJURY



32%

OPERATIONAL
VEHICLE FLEET
ELECTRIFIED



87%

CUSTOMER
SATISFACTION
SCORE

FY25 Performance Against Annual Targets



FOCUS AREA	METRIC	FY25 TARGET	FY25 ACTUAL	FY25 PERFORMANCE
PEOPLE & CULTURE				
Safety	Total Recordable Injury Frequency Rate (TRIFR)	<5.0	7.72	⊗
Health & Wellbeing	Number of health-related activities undertaken	4	4	⊙
Diversity & Inclusion	New employees being women	50%	50%	⊙
Training & Development	% employees receive training and development to increase skill base above role requirements	40%	93%	⊙



PLANT & ENVIRONMENT				
Emissions	Operational Net Zero by 2030	on track	on track	⊙
Water	% water consumed in operations from non-drinking sources	80%	99%	⊙
Waste	% waste generated onsite being recycled	70%	88%	⊙
Biodiversity	Hectares of biodiversity land managed	102 ha	102 ha	⊙
Biodiversity	Number of biodiversity enhancement activities undertaken	6	6	⊙



COMMUNITY & STAKEHOLDERS				
Procurement	% expenditure spent locally*	70%	85%	⊙
Engagement	% employees participating in community events	35%	64%	⊙
Community Support	Number of STEM related initiatives supported	5	6	⊙
Community Support	Number of community groups supported	45	68	⊙
Community Support	\$ financially committed to community initiatives	\$375,000	\$400,000	⊙



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



OUR BUSINESS

We are *committed* to providing *premium* logistical export services

Who we are

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

Ownership

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

What we do

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

Our location

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

How we work

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

Our vision

With a proud history of providing premier export services to customers, our vision is to be the benchmark terminal delivering exports to the world. This ambitious objective empowers us to deliver continuous improvement and best-in-class service for our customers. It clearly identifies our long-term goal to be the leader in risk management, safety, customer service and asset management, while exercising balanced judgment in other operational areas.

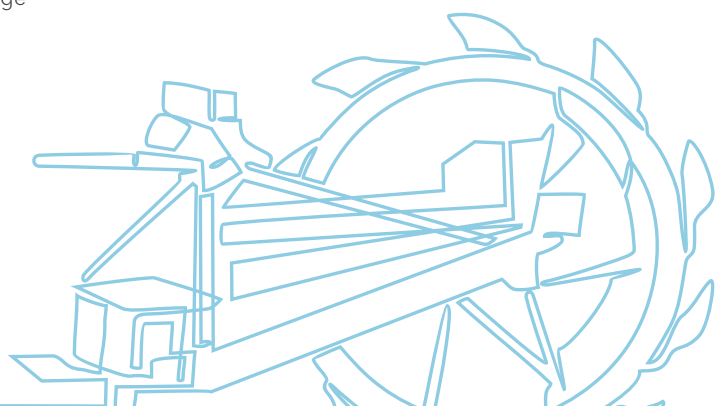
Our purpose

Describing the unique reason why our organisation exists and the business we are in, our purpose is to proudly deliver sustainable export services for our customers. Operating sustainably to us means making decisions that ensure we are able to sustain our long-term performance. Our systems and processes support the delivery of services to customers while considering business prudence regarding resources, footprint and external impact.

Ultimately, our clear intention is to be the service provider of choice for our customers for the life of our operation.



Kate Schiffmann, Operations Technician



Our strategic enablers

NCIG’s strategic enablers reflect the key capabilities required to achieve our strategic vision.

Our highly engaged people have a continuous improvement mindset and embrace diversity of thinking.

This is our cultural foundation that outlines aspects of our culture that will help us achieve our goals.

Collaborate

We collaborate as one team with our business partners.

Emphasises working with our customers and key stakeholders to understand their priorities and collaborating across functional areas of NCIG to achieve optimal business outcomes.

Deliver

We deliver a flexible, reliable, and responsive service that customers choose every day.

Focuses on meeting customers’ expectations through our day-to-day operational excellence, being responsive, flexible and reliable.

Resilient




We are resilient to challenges and inspired to perform our best.

Centres on building and securing our future through good governance, asset management, financial management and responsible social and environmental practices.

OUR vision To be the *benchmark* terminal delivering export services to the world

OUR purpose Proudly delivering *sustainable* export services for our customers

STRATEGIC ENABLERS

 <p>We collaborate as one team with our business partners.</p>	 <p>We deliver a flexible, reliable, and responsive service that customers choose every day.</p>	 <p>We are resilient to challenges and inspired to perform our best.</p>
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Our highly engaged people have a continuous improvement mindset and embrace diversity of thinking

FOCUS AREAS

<ul style="list-style-type: none"> • Working across departments • Stakeholder engagement • People leadership 	<ul style="list-style-type: none"> • Enhance our customer service mindset • Embedding and optimising Finance and Maintenance System • Competitive and sustainable operating cost base 	<ul style="list-style-type: none"> • Deleveraging and 2027 refinance • Insurance capability • Cyber security • ESG commitments • Long term asset management practices
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Our values

NCIG’s values are a core element of our operating ethos, guiding everyday actions and interactions within our operations. NCIG’s organisational values have remained largely unchanged since the commencement of operations. However, in FY25, an initiative was undertaken to refresh the values to better align with the recently renewed Vision and Purpose statements, which were revised in FY23.

The refresh process involved our entire workforce through comprehensive consultation and engagement across all levels of the organisation.

The refresh of our organisational values is an important step to achieving a workplace culture where our organisational values drive how we work. The values will be integrated into key people processes including recruitment, quarterly performance reviews, and reward and recognition programs, with the intent to recognise behaviours aligned with our values at both team and individual levels.



we care, every day



we're proud of what we do



great today, better tomorrow



together we are NCIG

Our infrastructure

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

INBOUND



6km rail loop



2 automated dump stations



2 sample stations

STOCKYARD



4 automated stacker reclaimers



5 pads of stockpiles



4.5Mt allocated stockyard capacity

OUTBOUND



2 sample stations



2 shiploaders



3 shipping berths

Our value chain

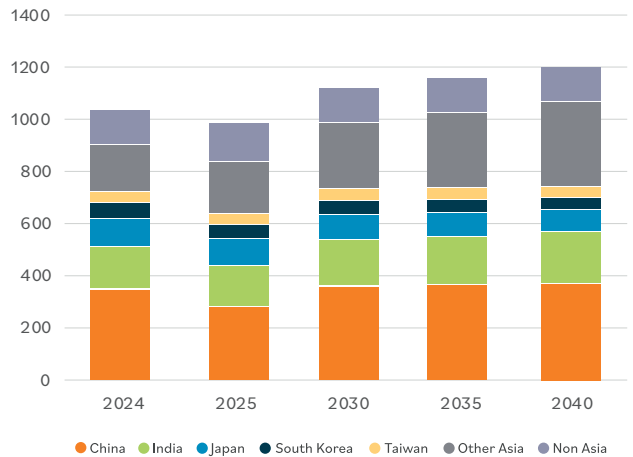
Our customers mine and sell coal, and their product follows a journey that includes NCIG’s coal handling services. Our quest for operational excellence focuses on optimising throughput and vessel loading rates to ensure our customers can achieve their best possible outcome. Our terminal runs 24/7 and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

About the coal we handle

NCIG connects its customers’ coal from the NSW coalfields to international energy generators and steel producers. Thermal coal from our region is a highly reliable source of energy for many nations and compares favourably to most other coal producing countries. High-quality thermal coal being shipped through NCIG is used in high-energy low-emissions (HELE) plants across Asia.

Seaborne thermal coal outlook

The primary destination of the coal NCIG handles is Asia, where coal remains a critical component of the energy mix. The coal-fired plants being retired are typically of older technology and the new plants coming online are usually high energy low emission (HELE) technology, which are generally more efficient in the conversion of heat into electricity, and require a higher calorific value (CV) fuel source to operate as intended. Coal shipped through the Port of Newcastle can achieve the global benchmark for high CV coal. With these more efficient coal-fired plants designed to run high-energy coal and the growing emphasis on lower air pollutants and carbon emissions, the high-energy, low impurity thermal coal products produced by NCIG’s customers’ source mines is expected to have a competitive advantage in seaborne trade. We expect demand for seaborne thermal coal to increase from 2024 to 2040, with growth being led by India, Southeast Asia (SEA) and other developing countries that rely heavily on thermal coal for power generation. This outlook is supported by Commodity Insights’ Seaborne Thermal Coal Long-term Outlook.¹



Global Seaborne Thermal Coal Imports - Forecast to 2040 (Mt)

¹Commodity Insights’ Base Case Forecast 2025. The information and data contained or displayed in this graph is for information purposes only. We, and Commodity Insights, do not make any warranties or representations in relation to the completeness, accuracy, reliability or fitness for any purpose of the information or data in this graph and, to the extent permitted by applicable law, do not accept any responsibility or liability in relation to any use of or reliance on this information or data. Use of or reliance on this information or data is solely at your own risk.

Optimising Sustainable Operations

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

Optimising sustainable operations is integral to NCIG's long-term operational and financial success. Our Sustainability Policy, Sustainable Operations Management Plan, and Sustainability Focus Areas highlight what matters the most to our business and to our stakeholders in our pursuit of helping our customers meet their business objectives. They lay the foundation for how we deliver an efficient, innovative, and reliable service.



Our ESG focus areas

NCIG's strategic framework guides our business planning and priority setting to help us achieve our vision and purpose. The framework is designed to provide our people with a clear understanding of the key business priorities and how their individual role and responsibilities contribute to the achievement of NCIG's vision and purpose.

Our ESG Focus areas support the implementation of our business strategy with each area aligning with one of our strategic enablers (see page 10), aiming to minimise our footprint and create positive impact where possible. Our systems and processes help us to assess our risks and to operate responsibly and efficiently.

Customers

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

Governance

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

People & Culture

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

Plant & Environment

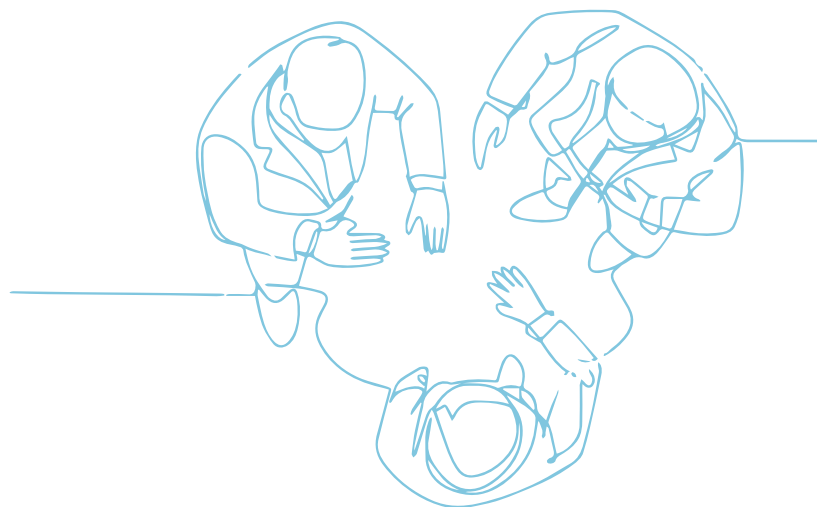
We ensure the resilience of our operations while minimising our impacts on the environment.

Community & Stakeholders











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
















New three-year ESG targets















This year NCIG's Board approved a new set of three-year targets for the FY25-27 period across all ESG focus areas. The ESG focus areas align with our Strategic Enablers (see page 10) and are fully integrated to achieve Business Strategy outcomes. Some of the targets contribute to the achievement of several UN Sustainable Development Goals (SDGs). Monthly Management Reports track the progressive performance against each of these commitments and targets, and an update is provided to the Board quarterly. We also report half-yearly performance in our ESG Scorecards, which are available on our website.



Our ESG commitments & targets

 People & Culture				
Focus Issues	Commitments	Goals	2025-27 Targets	Alignment to Strategic Enabler
<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 remain engaged and are ready for their next career challenge 	<ul style="list-style-type: none"> Maintain a safe work environment and industry best practice standards Maintain a workplace that protects and promotes good mental health and wellbeing Increase the diversity of our employee group Increase knowledge and skill capacity to stimulate innovation 	<p>Total Recordable Injury Frequency Rate (TRIFR) of less than 5.0</p> <hr/> <p>Four health related activities committed to in each financial year</p> <hr/> <p>50% of new employees being women</p> <hr/> <p>40% of employees receive training and development to increase their skill base above role requirements per year</p>	   
Alignment to SDG's     				

 Plant & Environment				
Focus Issues	Commitments	Goals	2025-27 Targets	Alignment to Strategic Enabler
<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 Achieve Net Zero operational emissions by 2030 Optimise our air, water and waste management Nurture positive outcomes for local biodiversity through our management and partnerships 	<ul style="list-style-type: none"> Reduce operational emissions (scope 1 and 2) in accordance with our Net Zero Transition Plan Minimise reliance on drinking 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 lands managed for biodiversity outcomes through active management and partnerships 	<p>Operational Net Zero by 2030</p> <hr/> <p>>80% of total water consumed onsite from non-drinking sources (captured and recycled)</p> <hr/> <p>>70% of total waste generated onsite being recycled</p> <hr/> <p>102Ha of biodiversity lands managed</p> <hr/> <p>10 biodiversity enhancement activities undertaken per year</p>	   
Alignment to SDG's          				

 Community & Stakeholders				
Focus Issues	Commitments	Goals	2025-27 Targets	Alignment to Strategic Enabler
<ul style="list-style-type: none"> Procurement Employment Engagement Support <p>We collaborate with communities, industry partners and government to achieve positive economic & 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's education, health and environmental sustainability 	<ul style="list-style-type: none"> Support local economy and prosperity Establish and maintain strong relationships with our local community and other stakeholders that lead to positive business outcomes Maintain positive interactions with local community groups to maintain social licence to operate 	<p>70% of total expenditure spent locally</p> <hr/> <p>5 STEM related initiatives supported</p> <hr/> <p>35% of employees participate in community events</p> <hr/> <p>45 community groups supported</p> <hr/> <p>\$390,000 financially committed to community initiatives</p>	   
Alignment to SDG's         				

All targets except Operational Net Zero by 2030 are per year.

Our Customers

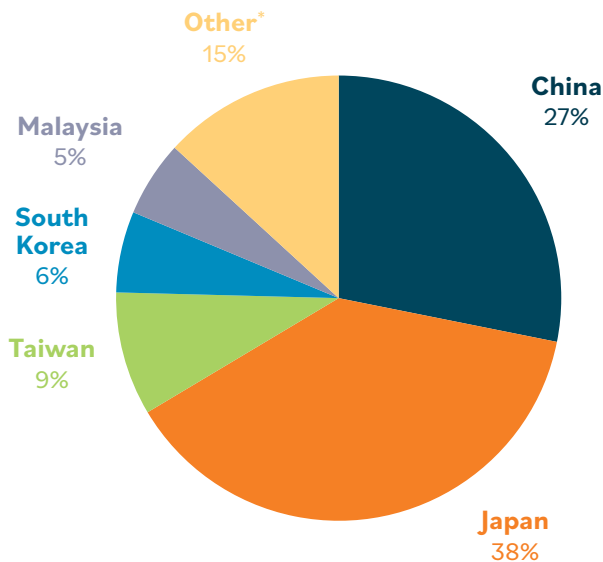
As a service-based business we exist to add value to the needs of our customers’ businesses.

About our customers

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

Customer export destinations

The end-buyers of our customers’ coal coordinate shipping logistics and the ultimate destination. This year, NCIG’s customers shipped coal to 19 ultimate destinations around the world. Asia dominated as an export location with Japan, China, Taiwan, South Korea and Malaysia receiving most of the coal exported from our terminal.



% of NCIG throughput per export destination

* Other destinations receiving less than 5% of coal handled by NCIG include: Australia, Cambodia, Chile, France, Gibraltar, Hong Kong, Indonesia, Italy, Netherlands, New Caledonia, Singapore, Spain, Thailand, Vietnam

Customer assurance

NCIG works hard to deliver a positive customer experience, and during FY25 there were a number of customer-focused improvement projects and initiatives, including:

- **Logistics Management System (LMS) improvements** – communication development initiatives undertaken during the year have improved standardised reporting to Shippers.
- **Quality observations** – in excess of 60 Quality Observations were completed during the year, increasing the quality of our product stewardship and our customer service. These regular interactions saw team members proactively inspect operations, product and service quality.

Customer engagement

Understanding our customers’ needs enables us to deliver a fit for purpose and quality service. Through engagement with them, we receive feedback on essential aspects of our operations and identify opportunities for improvement.

Customer satisfaction survey

In April 2025, we conducted our fourth annual Customer Satisfaction Survey. Feedback this year resulted in an Overall Satisfaction Score of 87 and an Overall Performance Score of 87, a slight decline in both metrics from last year. The independent survey was again conducted by The Market Intelligence Co. (TMIC) and 32 customer representatives participated in a 10-minute (average) telephone interview. Pleasingly, we maintained our Net Promoter Score of +78, and 100% of our customers feel they are a valued customer. Other insights shared regarding what customers consider other strengths include that:

- we have a strong safety performance (100%; 89% in FY24)
- they trust in NCIG to meet their needs/reliability of service (100%; 91% in FY24)
- we are progressive and innovative (97%; 89% in FY24)

In addition to the positive feedback received, we also noted opportunities for improvement relating to processing logistics performance requests, and broader industry engagement.



Site tours

We actively engage with our customers beyond the operational day-to-day by hosting site visits, which typically take around two hours and include a presentation and site bus tour. These site tours provide us with a valuable opportunity to engage with both our customers and their end users. This year, we hosted 53 customer site tours, providing an inside look at our operations and processes. These site visits provide our customers with a deeper understanding of our operations, and an opportunity to share valuable insights into their priorities.

Shipper meetings

We meet with all customers and shippers quarterly, holding both group and individual sessions. These individual meetings are tailored to each customer's needs and allow us to take a deep dive into key topics and production forecasts. These regular touchpoints play a vital role in how we collaborate with our customers. The open sharing and strong engagement reflect the trust and strength of our customer relationships and provide us with valuable opportunities to consult on a broad range of topics. We have received positive feedback on our transparent approach, in particular on how we communicate process incidents, including root causes and approved recommendations.

Record breaking achievements

Following the wet weather and port disruptions in late May and early June, NCIG faced one of our busiest periods ever, with over 3 million tonnes of coal in the stockyard due to rail and weather constraints. Thanks to the incredible effort and teamwork of our people, we managed to draw down stock efficiently while continuing to meet our customers' needs.

June also marked a significant milestone with the highest number of vessels loaded in a single month in our entire operational history.

We acknowledge and thank our entire team for their dedication, resilience and commitment during this challenging period. Their hard work ensured the continued smooth operation of our business and was integral to this achievement. We are proud of what has been accomplished together.



© Dan Alcantara, Commercial Manager



© Aaron Johansen with stakeholders from the Hunter Valley Coal Chain Coordinator (HVCC)

Governance

NCIG embeds sustainability into its governance, business strategy, management systems, procedures, and risk management processes. Our Board of Directors provides oversight of our economic, social, environmental, and cultural strategy and performance, while our team is dedicated to delivering on our commitments and achieving our objectives.

Governance structure

Board Responsibilities

NCIG's Board of Directors comprises an Independent Chair and representatives from each of our shareholder companies. NCIG's Corporate Governance Charter outlines the Board's responsibilities, including oversight of sustainability-related risks and opportunities, and setting associated targets. The Board is ultimately accountable for approving and overseeing business plans, annual budgets, and the broader risk management framework.

The Corporate Governance Charter delegates specific authority and functions to standing committees and the CEO. Two standing committees are maintained: the Audit & Risk Committee; and the Remuneration Committee. Each committee operates under a separate charter outlining its scope and decision-making authority.

- **Audit & Risk Committee** - the Audit & Risk Committee (ARC) supports the Board in overseeing strategic risk, financial reporting (including sustainability and climate-related disclosures), internal controls, risk management systems, and the external audit function. The ARC ensures NCIG maintains a sound risk profile as a bulk terminal operator. The ARC meets quarterly, and all meeting minutes are provided to the Board for review.
- **Remuneration Committee** - the Remuneration Committee assists the Board in matters relating to executive appointment, performance, and remuneration, including sustainability-related KPIs where applicable. It also oversees management succession planning and talent development. The Remuneration Committee meeting minutes are provided to the Board for review.

Executive Management Responsibilities

The executive level of our business is accountable for implementing the strategic initiatives across the business via collaboration between Business Planning, Operational Capability, Assets and Infrastructure, Commercial, Sustainability, Customer Assurance, and People & Culture teams. In alignment with our Business Strategy, performance against targets is monitored and reported monthly to the Board of Directors.

Business ethics

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

- **Code of Conduct Policy** – outlines expected and unacceptable behaviours. Topics include conflicts of interest, health and safety, equal opportunity, anti-discrimination, bullying and harassment, gifts and entertainment, and confidential information. It applies to all employees, directors and all others who work for, act on behalf of or represent NCIG, including contractors, agents and consultants.
- **Anti-Corruption Policy** – outlines the rules of engagement with business partners, government officials and any other business or individual. It supplements our Code of Conduct, and describes the policy's administration, our internal control systems and approach to training. Breaches or suspicious activities are required to be reported to nominated internal authorities.
- **Whistleblower Policy** – supports our company values and aligns with our Code of Conduct Policy. All personnel on the NCIG site can report instances of improper conduct without fear of intimidation or reprisal. NCIG's enquiries line is also available 24/7 for our external stakeholders.
- **Sustainability Policy & Modern Slavery Policy** – ensures that we operate in a sustainable manner, minimising impacts on stakeholders and the environment, and that we operate in line with contemporary obligations and expectations.
- **Privacy Policy** – describes our processes for the collection, use, disclosure and protection of personal information and workplace surveillance monitoring. Our procedures are based on the Australian Privacy Principles of the Privacy Act 1988 (Cth), and the Workplace Surveillance Act 2005 (NSW).
- **Equity, Diversity & Inclusion Policy** – outlines the framework upon which our workplace culture is built. It includes company objectives that support equity, diversity and inclusion at NCIG.
- **Respectful Workplace Policy** – provides guidance regarding respectful behaviours and reinforces that NCIG does not tolerate disrespectful behaviours. This Policy also addresses the legal obligation under the Sex Discrimination Act 1984 (Cth) and NCIG's positive duty to take all reasonable and practicable steps to eliminate, as far as possible, certain unlawful conduct.

Licensing & compliance

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

Construction & operational approvals

The primary environmental approval for the NCIG terminal construction and operational aspects (PA 06-009) was gained under the requirements of the *NSW Environmental Planning and Assessment Act 1979* (EP&A Act) in April 2007. An additional environmental approval was also obtained under the *Australian Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) (EPBC 2006/2987). In addition to these approvals, NCIG is required to provide secondary documentation that outlines our environmental obligations. These include Environmental Management Plans and permits.

Environmental Protection Licence (EPL)

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

Reporting

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

- **Environmental Protection Licence (EPL) annual return** – a process that involves a compliance review against NCIG’s EPL and submission of an annual compliance statement to the Environment Protection Authority (EPA) against the conditions of the licence.
- **Compliance Tracking Program** – an annual process that outlines performance against the conditions of the NCIG Project Approval. The report identified that NCIG maintains a high level of compliance across its operation.
- **Independent environmental audit** – an independent audit that is conducted every three years to confirm our performance meets the requirements of all environmental approval obligations. The most recent of these audits took place in 2022, and the next one will be undertaken in the second half of 2025 and consider the FY23-25 period.
- **Incident & non-compliance reporting** – material incidents and non-compliances are also required to be reported to regulators. During FY25, there were no material environmental incidents or material non-compliances reported.
- **Financial reporting** – annual audited financial reports are lodged with ASIC in accordance with provisions of the Australian Corporations Act 2001.
- **National Pollutant Inventory** – enforced through the *Protection of the Environment Operations (General) Regulation 2022* and requires NCIG to report annually their emissions and transfers of designated substances to air, land, and water.
- **National Greenhouse & Energy Reporting (NGER)** – requires NCIG to report carbon dioxide emissions that occurred as a result of our operational activities. This annual reporting process is conducted in accordance with the *National Greenhouse and Energy Reporting Act 2007*.

Welcome Stephen Cantwell, Independent Chair

In May 2025, Stephen Cantwell was appointed as Independent Chair of NCIG’s Board of Directors. In a new era of leadership, Stephen brings a wealth of experience and expertise to his new role, backed by a strong commercial acumen and more than 40 years’ experience in strategic, functional and customer facing roles with major national and international businesses in the transport, logistics and manufacturing sectors.

Under his leadership, NCIG is poised to continue its focus on innovation, safety, and sustainable operational practices, while maintaining its critical role in the global coal export supply chain. His extensive experience will guide NCIG through the evolving landscape of the global energy market and help us pursue our vision of being the benchmark terminal delivering export services to the world.



Farewell Philip Garling AM, former Chair

Philip Garling AM retired as Chair of the NCIG Board during the reporting period, having served in the role since 2018. With a distinguished career spanning over 40 years across the mining, energy, property, and infrastructure sectors, Phil brought deep industry knowledge and leadership to NCIG. His appointment marked the beginning of a transformative period, and under his guidance NCIG achieved key operational milestones while maintaining a strong commitment to safety, sustainability, and innovation. Phil fostered a culture focused on risk management, safety, and continuous improvement. He played an important role in driving initiatives to modernise the terminal, streamline operations, and expand capabilities. His vision ensured NCIG remained resilient, future-focused, and well-positioned in the coal export sector.



Risk Management

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

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

Management processes

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

Our risk management processes include:

- **Corporate Risk Assessment** – an enterprise-wide review process that involves an externally facilitated annual assessment workshop that identifies material business risks and mitigation strategies. This was presented to the Board's Audit and Risk Committee for ongoing tolerance of material risk, together with consideration of associated Risk Control Action Plans.
- **Corporate Risk Register** – prioritises our risks based on their risk profile and level of severity as identified during the enterprise-wide business risk assessment and is regularly reported to the Board.
- **Broad-Brush Risk Assessment (BBRA)** – facilitated by external consultants every three years with a particular focus on health and safety risks, this process includes risk identification, analysis, ratings and treatment plans. The most recent BBRA concluded in February 2023, with the next scheduled for FY26.
- **Climate Risk Assessment** – undertaken with support from external consultants, we model transition and physical risks in a scenario analysis based on three distinct and plausible climate scenarios. The findings provide deeper context to our climate-related risk environment and have led to the development of several new control responses.
- **Risk Control Action Plans** – outline the treatment of key business risks, which are reported to the NCIG Audit and Risk Committee.
- **Environmental Management Plans** – developed as part of our project approval process, they describe in detail how NCIG manages key environmental risks.

- **Procedural & Management Plan Audits** – there were 10 HSEC Procedural Audits in FY25, with seven corrective actions identified.
- **Risk Assessment Training Module** – a risk assessment module is integrated into our internal training processes.

Site security

The NCIG terminal facility is regulated by Australian maritime security legislation, including through the Maritime Transport and Offshore Facilities Security Act 2003 (MTOFSA). As part of meeting the obligations of MTOFSA, we identify our risks and vulnerabilities and have procedures and processes in place to mitigate these risks and vulnerabilities. Our terminal is a secure site and is only open to authorised workers and visitors. We work with government authorities and security personnel to deter unauthorised access. Our site security is delivered by a specialised service provider whose Occupational Health and Safety Management System is ISO 45001:2018 certified. A Maritime Security Plan is in place which details mitigation measures specifically designed to limit security risk to international vessels berthed at NCIG wharves. This Plan relates to security infrastructure and the qualification and training of security personnel.

In November 2024, a protest event, coordinated by an environmental activist group, blocked the Port of Newcastle's shipping channel, delaying the movement of a vessel for approximately 2.5 hours. This activity was part of a wider public event. NCIG worked closely with NSW Police, the Newcastle Port Security Committee, and industry partners, through a dedicated multi-agency working group to ensure effective controls were in place to manage the risk to our operations but also all people involved, including NCIG, emergency response personnel and protest participants.

Thanks to this collaboration and the implementation of NCIG's robust security and terminal management procedures, there were no incursions and only minor operational impacts. All scheduled vessels during the period were successfully loaded and departed as planned, demonstrating strong continuity of operations. NSW Police managed the event with professionalism and care, conducting 34 in-water rescues and 10 water assists, while 168 arrests were made.



Key risk management achievements in FY25

- ISO 14001 / 45001 Surveillance Audit** - in August 2024, an external auditor conducted the annual surveillance audit of NCIG’s Safety and Environmental Management System, assessing it against the ISO14001 and ISO45001 international standards. The audit concluded positively, with certification for both standards successfully retained.
- Industrial Special Risks (ISR) Insurance Renewal** - in May 2025, NCIG successfully renewed its Industrial Special Risks (ISR) insurance, which covers material damage and business interruption. NCIG’s ongoing risk management practices positioned us very well and the market was favourable.
- Maritime Security Plan Audit** - an external consultant completed a compliance audit of NCIG’s Maritime Security Plan and identified a small number of minor non-compliances. Most issues were administrative and related to updates required to align the plan and associated procedures with revised Department of Home Affairs requirements. A reapproval of the plan is scheduled for FY26.
- Combined Assurance Review** - in July 2024, NCIG received notification from the Australian Tax Office (ATO) that it had been selected for a Combined Assurance Review (CAR) for income tax years FY20 to FY23 and GST year FY23. NCIG provided responses in line with the agreed timetable and was advised by the ATO in June 2025 that the CAR was complete. The ATO provided NCIG complimentary feedback on the responses provided and the quality of documentation.
- AASB S2 Working Group** - work continued to ensure that NCIG has appropriate processes and procedures in place to enable it to meet the Climate-related Risks & Opportunities (CRRO) requirements of new financial reporting legislation and standards. During the year, a working group developed an action plan, of which implementation began, and briefings were provided to the Board. Formal governance documentation was strengthened and climate risk assessments broadened.

Policies & Management Systems

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

Overview of our management approach

PEOPLE & CULTURE

ISO 45001 certified Workplace Health and Safety System

Code of Conduct and Anti-Corruption Policy

Whistleblower Policy

Safety Culture Score

Equity, Diversity & Inclusion Policy and action plan

Enterprise Agreement

Bespoke hazard, incident and actions management system

Behavioural safety program focusing on Safety Citizenship

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

Mental Health Strategy

Training partnerships for graduates and apprentices

PLANT & ENVIRONMENT

Overarching Sustainable Operations Management Plan

ISO 14001 certified Environmental Management System

Waste management strategy that prioritises best end-of-life use and monitoring of 19 waste streams

Energy and Emissions Management System aligned with ISO 50001

Scenario Analysis and climate change risk assessment

Formal partnerships with two universities and NPSW for biodiversity monitoring and enhancement initiatives

Operational Net Zero 2030 objective and Net Zero Transition Plan

Biodiversity Strategy

COMMUNITY & STAKEHOLDERS

Stakeholder Engagement Framework

Community Partnership and Support programs

Employee volunteering and fundraising

Community Engagement Group

Local procurement targets

Sustainable procurement processes

24/7 enquiries line

OPERATIONAL PERFORMANCE

Customer Assurance

Customer Satisfaction Survey and Net Promoter Score

Terminal Handbook outlines general environmental requirements for users of our site

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

Asset Management approach based on ISO 55000

Modern Slavery Policy and annual statement

Climate Adaptation & Resilience



Climate reporting plays a crucial role in assessing and addressing our climate-related risks and opportunities.

Understanding the impacts

The management of climate-related risks and opportunities remains a focus for NCIG, and we continue to mature our understanding of how climate change impacts our business now and in the future. We do this via a focused climate risk assessment, which considers in detail all of the climate-related risks and opportunities (CRRO) that may affect NCIG in the physical and transitional spheres. This process is informed in detail by a scenario analysis for targeted risks and opportunities. NCIG's work in this space is continuing. Our transition risk scenarios are based on the Network for Greening the Financial System scenarios; Net Zero 2050 and Nationally Determined Contributions (NDCs). Physical risk scenarios are based on three climate scenarios – capturing low, moderate and high emission futures. Deeper insight into the potential impact of climate-related risk is being acquired through preparedness for the mandatory response to new regulatory reporting requirements of the Australian Accounting Standards Board and the Australian Sustainability Reporting Standards (AASB S2). These commence for NCIG in the financial year ended 30 June 2026. NCIG continues to work toward gaining a greater understanding of the AASB S2 standard to ensure we will be able to meet all regulatory reporting requirements within the mandated timeframes.

Climate-related governance

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

Board of Directors

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

Leadership

NCIG's Corporate Governance Charter describes specific duties of the CEO and management, which includes

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

Regulatory compliance & reporting

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

Climate-related strategy

Climate change is considered within our annual budget and business planning which follows the same process as that of our other key business-wide strategic imperatives. Our rolling three-year business plan is updated annually by our ELT, led by the Manager Business Planning. The annual Budget & Business Plan is presented to the NCIG Board for approval including key initiatives, metrics and targets including climate and ESG-related matters.

Climate-related risk management

Identifying & assessing climate risks

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

Climate-risk management process

Our risk management process is well documented and our approach to identifying and assessing climate-related risks follows the same process as that of corporate risk management (see page 18). Specifically, a corporate risk assessment is conducted annually, which results in prioritisation and actions, and the Board is presented with a risk control action plan related to material current risks every quarter. Climate-related risks are reflected in our Corporate Risk Register and Risk Management Framework. The Annual Corporate Risk Review reflects climate change considerations and business sustainability considerations. Our Corporate Risk Register includes detail around NCIG's

climate-related risks and includes controls to manage identified climate impacts. Our resiliency to climate change is incorporated as an issue into our rolling three-year corporate strategy and business planning, including climate-related risks and opportunities. We have reviewed the key findings and recommendations identified in our scenario-based climate risk assessment conducted by external consultants in late FY22, and we are progressively integrating them into strategic and financial planning, risk mitigation, performance management and monitoring.

Managing climate-related risks

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

Targets & metrics

Target

NCIG has a target of net zero operational (Scope 1 and 2) emissions by 2030. (Refer to page 38, Net Zero Action Plan for our emissions reduction action plan). Our Scope 3 emissions are not included in our net zero target. We have developed an internal guide that outlines how our metrics are identified and calculated. Targets are reviewed by ELT during annual strategy planning workshops and updated on a three-year basis.

Metrics

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

Climate risk assessment & scenario analysis

Our climate-risk assessment was supported by external expert consultants in FY22 and includes modelling transition and physical scenario analysis. Our scenario analysis includes a transition and physical scenario analysis. Physical risk scenarios are based on three types of climate scenarios – capturing low, moderate and high emission futures. The analysis included medium (2030) and long (2050) term horizons. The scenarios applied were the IPCC AR5 (Representative Concentration Pathways; RCPs) and IPCC AR6 (Shared Socio-economic Pathways; SSPs). Transition risk scenarios were based on Net Zero 2050 and Nationally Determined Contributions (NDCs). Market analysis and scenario modelling is also conducted to understand the future coal market impacts to gauge our resiliency in terms of supply and demand of thermal coal, geopolitical landscapes and shifts in global policy. The findings and potential impact on NCIG’s business of these risks and opportunities have provided further context to our risk environment and the development of appropriate control responses, including our Storm and

Lightning Trigger Action Response Plans. Ahead of mandatory reporting, which commences for NCIG in the 2026 reporting period, we intend to review and refresh our climate risk assessment and scenario analysis.

Climate Scenario Analysis Considerations

CLIMATE SCENARIOS



PHYSICAL RISK

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

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

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

TRANSITION RISK

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

Orderly Transition
1.5°C Scenario
Net Zero by 2050

Hot House World
NDCs 2.5°C Scenario

TIME HORIZONS



PHYSICAL RISK

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

TRANSITION RISK

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

ASSESS HAZARDS, ISSUES & THEMES



PHYSICAL HAZARDS

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

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

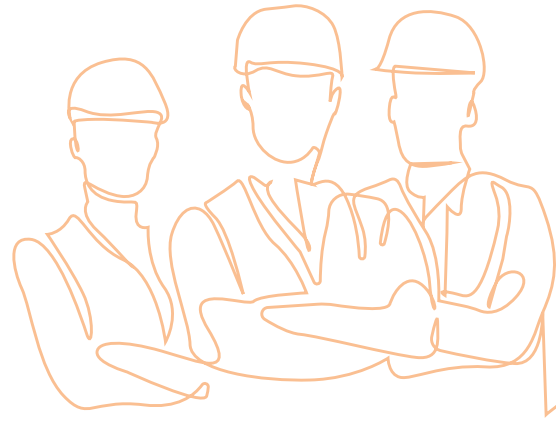
TRANSITION RISKS / OPPORTUNITIES

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



OUR PEOPLE & CULTURE

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



Our people are integral to our success

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

COMMITMENTS

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

FY25-27 ESG Targets

Primary Strategic Enabler

Total Recordable Injury Frequency Rate (TRIFR) of less than 5.0



Four health-related activities undertaken each year



50% of new employees being women



40% of employees receive training and development to increase their skill base above requirements per year



GOALS

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

SDG CONTRIBUTIONS

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



Our Team

NCIG has a lean and highly productive workforce which at year-end comprised of 117 employees in full time, part time, casual and fixed-term positions. Contracted labour also supports our operations and maintenance activities during peak periods. Our teams consist of technicians, engineers, accountants, administrators, business analysts, people & culture, health and safety, environment, procurement, IT and logistics professionals, who are all passionate about their work and adding value for the benefit of our customers. NCIG supports the right to Freedom of Association and 46 of our technicians are covered by the Coal Export Terminal (CET) Operations Workplace Agreement, which is endorsed by two industry unions.

New people

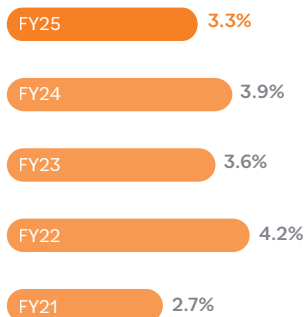
During the year we welcomed six new employees, three male and three female, to various areas of the business. All have brought new energy and new perspectives to the way we work. The number of new hires is slightly less compared to last year (seven in FY24), and the voluntary employee turnover rate increased slightly to 4.3% (up from 3.4% in FY24). The people leaving NCIG were transitioning towards retirement and seeking new career opportunities. New people were recruited for finance, commercial, maintenance, engineering and communication roles. It is noteworthy that all new employees were successfully recruited from our local area. This reflects our commitment to fostering a strong connection with our local community and harnessing local talent. With our strategic goal to increase the diversity of our employee group, pleasingly we achieved our target of 50% of new hires being women. By emphasising local talent acquisition and promoting gender inclusivity, we continue to demonstrate our dedication to creating a more robust and diverse team while contributing positively to both our organisation and the local community.

Absenteeism

During FY25, NCIG employees and contractors worked a total of 388,365 hours. Our average unplanned absenteeism rate was 3.3%, which exceeded our annual target of less than 3%, but was a decrease on last year's rate of 3.9%. This is largely attributed to extended leave absences taken across the business, due to non-work related personal injuries and higher than planned volume of short term absences.

Unplanned Absence % Of Total Hours

● Annual Average



highlights



6 new employees



388,365 hours worked (employees & contractors)



87% voluntary response to employee engagement survey



12 workforce communication sessions

Resource review & new roles

To ensure we are well placed to meet both our current and future demands, in FY25 we identified three key areas of opportunity to strengthen the way we work.

- **Sustainable long-term asset management** – finding more efficient ways to manage our assets over time.
- **Technology and cyber security** – continuing to build strong foundations that protect our operations and help us stay ahead of new challenges.
- **Customer-facing roles** – ensuring we've got the right support in the right places to deliver high-quality service and meet the evolving needs of our customers.

As part of this we identified the opportunity for some organisational changes to our workforce. The implementation of these changes will be gradual over the next reporting period and will support our commitment to achieve our sustainable operations goals and overall business success.



Employee Relations

Engagement surveys

We recognise that our people are our greatest asset, and understanding how our team members are feeling plays a vital role in shaping our People and Culture Strategy and its related programs. Between February and April 2025, all employees were invited to participate in our voluntary employee engagement survey. A total of 102 employees responded, representing an 87% participation rate, which was slightly lower than last year's 91%. Nevertheless, the insights gained continue to be invaluable in supporting and strengthening our positive workplace culture.

Enterprise agreement

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

Employee benefits

We offer generous conditions to all employees and a wide range of benefits that include a fully funded health program with gym membership, salary continuance insurance, additional annual leave, physiotherapy, dietitian, EAP, and opportunity to participate in community support programs.

Flexible working arrangements

NCIG is committed to supporting all employees by providing flexible work arrangements wherever possible. We recognise that flexibility plays a vital role in helping our people balance work and personal responsibilities, enhance wellbeing, and perform at their best. Whether through flexible hours or other adaptable arrangements, we strive to create a work environment that meets the diverse needs of our workforce while maintaining operational effectiveness.

Paid parental leave

In addition to the government-funded parental leave scheme, NCIG offers an employer-funded paid parental leave scheme. The policy is available to all parents, irrespective of gender, and recognises the equally important role of all parents in caregiving. Primary carers are entitled to 12 weeks leave at full salary, whilst secondary carers are entitled to two weeks at full salary. Subject to a 12-month qualifying period, this leave is available to permanent employees and contract/fixed term employees, and it covers birth and adoption.

Workforce communication days

NCIG Communication Days help keep our workforce informed about key business performance and sustainable operations topics. All employees and contractor supervisors are invited to attend. In FY25, three rounds of Communications Days were delivered (12 sessions in total), during which we shared information on various topics including:

- **Financial wellbeing** – delivered by Progressive Financial Partners, this session provided strategies and resources to help employees improve their overall financial health. It supports our commitment to promoting mental wellbeing and raising awareness of the financial benefits available to our people.
- **Employee benefits and rewards** – reminded our workforce of the variety of benefits available that can contribute towards their health and wellbeing, work-life balance, financial and personal development.
- **Sustainability update** – provided the workforce with updates on key initiatives, including the recent Power Purchase Agreement (PPA), the addition of four new electric vehicles to the NCIG fleet with supporting electric vehicle charging stations, and the creation of six new Green and Golden Bell Frog ponds at Ash Island, part of a multi-year biodiversity partnership with National Parks and Wildlife Service (NPWS).
- **Inexperienced Worker Management Process** – introduced a new process to identify inexperienced workers before they attend site, helping reduce the risk of unsafe situations and ensuring appropriate supervision and support.
- **Safety Vitals, Collision with Mobile Plant** – raised awareness of hazards associated with collisions and mobile plant as part of our Safety Vitals campaign, specifically to improve light vehicle safety, while encouraging reflection and discussion strategies to prevent incidents.

Highly Commended – Employer of Choice

NCIG was honoured to receive a highly commended certificate for the Employer of Choice (21+ employees) award category at the 2024 Business Hunter Awards held in September 2024. The award recognises businesses that have implemented strategies and initiatives to create a stimulating and supportive workplace environment. It celebrates achievements in the key areas of employee recruitment, engagement and retention, and category criteria are based on initiatives that have had a positive impact on both employees and the business. Our commitment to fostering a supportive, inclusive, and dynamic workplace has always been at the heart of what we do, and this recognition is a testament to our incredible team culture.



Health & Wellbeing

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

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

Promoting mental & physical health

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

Bounce health & wellbeing program

For more than 10 years the NCIG workforce has been delivering 'Bounce', a leading workplace health and wellbeing program. Developed by NCIG personnel, Bounce provides NCIG a clear health and wellbeing strategy and engages our people through periodic health assessments and targeted initiatives. It helps them to optimise their physical and mental health and provides NCIG an opportunity to maintain a healthy and safe workplace.

Breathe Better, Bounce Together

In September 2024 we put mental health in the spotlight with our Breathe Better, Bounce Together Bounce challenge initiative, designed to break down stigma and foster meaningful social connections. This campaign included three major events: The Plunge, The Walk and The Conversation.

The Plunge

The Plunge was an onsite event in collaboration with expert mental health services provider Mental Health Movement featuring ice baths, breathwork sessions, an inflatable waterslide, and a BBQ lunch.

The Walk

Once again NCIG was a major sponsor of Lifeline Hunter's World Suicide Prevention Day. We supported Lifeline Hunter's major fundraiser by contributing \$10,000 in support of its crisis support and suicide prevention services, and reflected on the profound impact of suicide in our communities. On 10 September 2024, over 40 NCIG employees also joined local community members in a World Suicide Prevention Day Walk to raise awareness, remember those lost to suicide, and prevent further deaths by suicide.

The Conversation

NCIG hosted a coffee van onsite to encourage our team members to grab a coffee and connect with each other. We invited a psychologist along from our EAP provider, NewPsych, to speak with our workforce about mental health and EAP services. The event provided an opportunity to promote taking the time for an R U OK? Conversation, and genuinely listening with an open mind.

Finalist Best Health & Wellbeing Program, Large Organisation

NCIG was named a finalist in the Best Health & Wellbeing Program, Large Organisation at the Hunter Safety Awards in March 2025 for its Breathe Better, Bounce Together initiative. The event recognised and celebrated organisations and individuals in the Hunter Region who demonstrate excellence in workplace health and safety. The specific award acknowledges programs that have positively impacted employees' health and wellbeing, leading to changes in workplace behaviour or performance.

Bounce focuses on improving employee mental and physical health through assessment, prevention, and treatment strategies. It incorporates assessments, preventative measures, and treatment strategies to address identified health risks and needs, and includes various aspects of health and wellbeing, such as weight loss, improving BMI, increasing functional movement, enhancing nutrition, and promoting fitness, sleep, and mental health.



Diversity & Inclusion

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

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

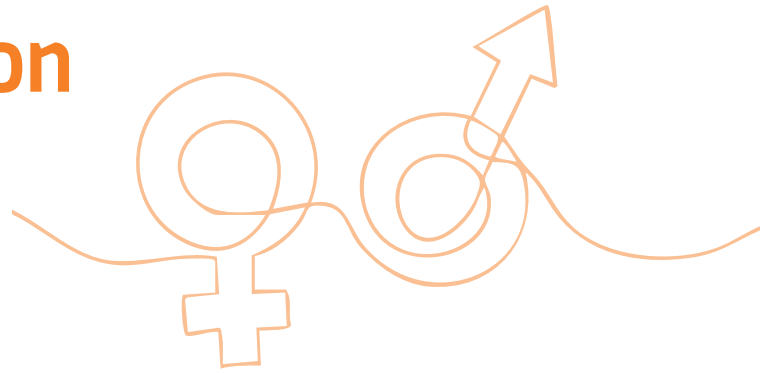
Policy

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

Action plan

A three-year action plan also outlines how our diversity, equity and inclusion objectives and commitments are prioritised and achieved. We aim to increase the diversity of our workforce, particularly gender diversity, recognising that it will take time and persistence to break down barriers that inhibit gender balance within our industry. NCIG also experiences low employee turnover, so this also impacts the speed in which we achieve our diversity objectives. To contribute to building a more diverse workforce, key actions achieved this year include:

- **The NCIG Olympics** was celebrated not only because of its sporting significance, but also as a way to embrace the diverse nations, unique identities and cultural heritage within our workplace. The games provided an authentic platform to promote understanding and respect for different cultures in a fun and inclusive way. All employees were encouraged to participate in a number of activities including A Taste of France Breakfast, a NCIG Olympic Table Tennis tournament, and cheering on a country in the Medal Tally Sweeps.
- **Targeted Electrical Apprenticeship recruitment** was successfully conducted in partnership with training provider Zeal Futures with over 100 female applications. These figures highlight the effectiveness of targeted recruitments to attract women to roles that are predominately undertaken by men. A robust recruitment process was conducted, entailing an information night, psychometric testing, interviews, assessment centre and reference checks and the appointment of our new female electrical apprentice, Shae.



- **Targeted Technology Graduate Recruitment** – following the conclusion of another successful graduate program, we identified an opportunity in our Technology team to support the growing cyber security field. This led to the creation of a STEM focused graduate role targeted at women, resulting in the successful appointment of our new technology graduate, Kate. NCIG has an exemption under Section 126 of the Anti-Discrimination Act 1977 (NSW) to designate and recruit up to 10 trade-based and engineering roles as women only positions.
- **Women in Mining (WIM) Network** – through our involvement in the WIM Network, we're creating a more inclusive workforce and supporting women's career growth. This year, we connected female employees with industry peers at the WIMnet Roulette networking evening, designed to foster inclusive and effortless connections within the mining and related industries. We supported three high-potential women in the WIMnet mentoring program aimed to further develop their careers through structured, personalised mentoring relationships; additionally, four of our experienced leaders joined the program as mentees. Lastly, in 2025 we continued our sponsorship of the WIMnet NSW Leadership Day workshops.



Team BBQ held during the NCIG Olympics



Business Hunter Women in Mining lunch

Gender equality

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

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

- An exemption under Section 126 of the Anti-Discrimination Act 1977 (NSW) to designate and recruit up to 10 trade-based and engineering roles as female-only positions.
- Partnering with a local training company to host female trade-based apprentices.
- Encouraging female employee participation in internal and external leadership programs.
- Providing funding for local Science, Technology, Engineering and Maths (STEM) programs that support and nurture the aspirations of young women pursuing careers in STEM.
- Setting an organisational target that at least 50% of new employees will be women.
- Conducting annual gender pay analysis in line with our remuneration review.
- Implementing a Diversity and Inclusion Road Map.
- Continuing our Respect at Work program to ensure we provide all workers with an environment that is free from discrimination, bullying, harassment, sexual harassment and victimisation.

Workplace Gender Equality Agency (WGEA) report

In May 2025 NCIG lodged its annual public report with the Workplace Gender Equality Agency, in accordance with the requirements of the Workplace Gender Equality Act 2012. The report can be publicly accessed via NCIG's website and via the Workplace Gender Equality Agency's website: www.wgea.gov.au

Gender pay gap

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

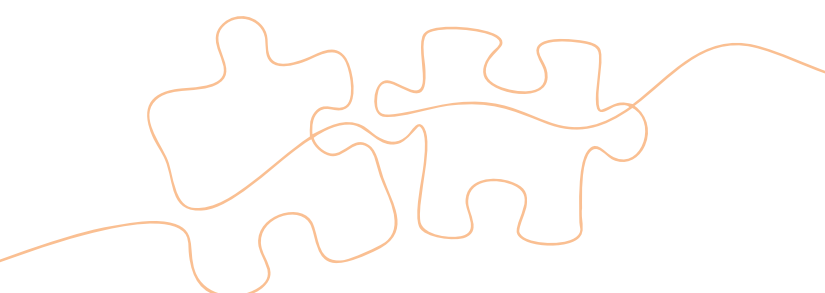
NCIG conducts an annual, organisation-wide gender pay analysis as part of its Remuneration and Performance Review process. Our current gender pay gap is largely influenced by the existing gender imbalance within our workforce; however, we are committed to reducing this gap over time through targeted initiatives aimed at attracting, retaining, and advancing female talent. NCIG also maintains robust systems to help ensure remuneration decisions, both at commencement and during annual reviews, that are free from gender bias.

International Women's Day

The theme for International Women's Day 2025 was Accelerate Action, highlighting the urgency of taking swift and decisive steps towards gender equality. To mark the occasion, our team came together to share drinks, refreshments, and meaningful conversations about how we as individuals and as an organisation, can drive progress.

Each team member received a copy of the book *Little People, Big Dreams*, which features pioneering women in science, the arts, literature and sports, trailblazers who changed the world through innovation and discovery. The stories highlight the passion and the power of perseverance that lead to extraordinary and transformative achievements.

As a gesture of encouragement, team members were invited to pass their book on to a young person in their life. This symbolic act serves both as recognition of the women who came before, and as a reminder to the next generation that they too can dream boldly and achieve great things.



Training & Development

Annual performance reviews

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

Training above role requirements

Our Sustainable Operations Strategy commits to at least 40% of our employees receiving training and development to increase their skill base above their role requirements. Throughout the reporting period, 93% of our employees completed training and development activities to increase their skill base above role requirements.

Training to meet role requirements

Employees are required to complete compliance-based training made up of mandatory site and critical role competency training, which constitutes a significant portion of our monthly training. This training is essential for employees to safely perform their roles. Currently, 99% of our technicians have achieved compliance and 94% of our employees have met role compliance throughout the reporting period.

highlights



\$2,088 average spend on training and development



35 average hours of training per employee



93% employees received training above role requirements



5 apprentices hosted



1 graduate hosted

Graduate & apprenticeship programs

NCIG is committed to providing opportunities for new entrants to our industry, and we do this through our graduate and apprentice programs. Both of these programs provide participants with invaluable experience at a working coal terminal in a large industrial setting. We operate a well-established apprenticeship program in collaboration with a local training company, Zeal Futures. The integration of female apprentices also supports our ambitions to increase diversity in technical and trades-based roles. This year we hosted five apprentices, three male and two female.

Host Employer Innovation Award

NCIG was proud to receive the Host Employer Innovation Award at the 2025 Zeal Futures Excellence Awards, recognising our commitment to workforce development, innovation, and vocational training pathways in Australia.

The award reflects the high quality of our apprenticeship program, which integrates leadership development, specialist certifications, and structured career pathways. Our focus on mentoring, ongoing education, and a safe, inclusive workplace has impressively resulted in a 100% apprentice completion rate. We are also committed to advancing diversity by supporting women in non-traditional trades.

Our 10-year partnership with Zeal Futures has seen 11 apprentices recruited, demonstrating our long-term investment in emerging talent and a culture of continuous learning.



Safety

Our people are at the heart of our business and the prevention and active management of any injuries to our workers is our number one priority. In FY25, we recorded a Total Recordable Injury Frequency Rate (TRIFR) of 7.72 which was disappointingly above our target of 5.0. TRIFR is a lag indicator of safety culture performance. This result occurred due to three restricted workday injuries and 11 first aid injuries during the year. Impressively however, we also reached 2,165 days Lost Time Injury (LTI) free.

ISO 45001 surveillance audit

In August 2024, an external expert auditor conducted an annual surveillance audit of NCIG’s Safety and Environmental Management System, assessing it against the ISO 45001:2018 international standard. The audit concluded positively, with certification successfully retained.

HSEC Interactions

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

Safety Culture Score

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

In FY25 we increased our Safety Culture Score target to 88, up from 80 in FY24. We achieved the target with an annual average score of 90.



highlights



2,165 days Lost Time Injury (LTI) free



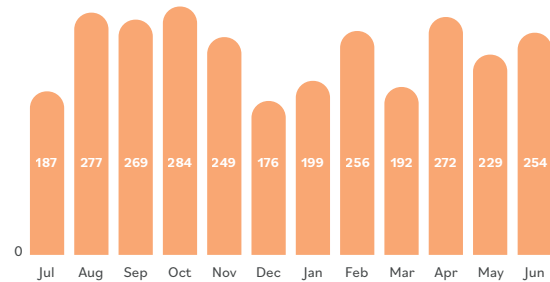
3 safety excellence awards



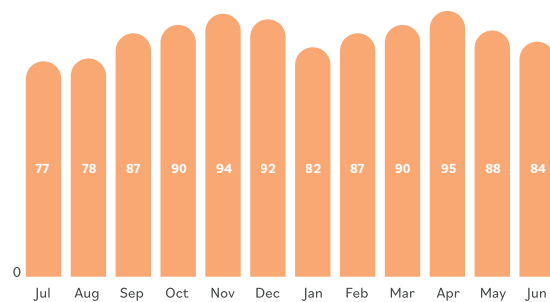
8 safety refresher program sessions



5 workforce participated in confined space emergency scenario exercise



HSEC Interactions



Safety Culture Score

Awarded for safety culture excellence

Safety is at the heart of each decision we make. For this reason we are extremely proud of our Safety Culture Score initiative and results produced within our business, and the external recognition of this innovative development. During the reporting period, we won two awards for our Safety Culture Score, recognising NCIG's unwavering commitment to safety excellence and our proactive, engaged safety culture.

NSW MINING HSEC AWARD

In August 2024, NCIG was honoured with the Safety Excellence Award at the NSW Mining HSEC Conference. Our submission, Leading an Empowered Culture of Safety, showcases our Safety Culture Score (SCS), an innovative metric designed to assess safety performance beyond traditional lag indicators. The award reflects our dedication to advancing safety excellence and reinforces our commitment to fostering a proactive, safety-focused culture at NCIG.



HUNTER SAFETY AWARDS

At the Hunter Safety Awards on 21 March 2025, NCIG took out the award for Most Innovative WHS Idea for a Large Organisation for our Safety Culture Score, which empowers our team to take ownership of safety performance and reflects our proactive and engaged culture of safety.



Incident, hazard & action management system

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

Two high potential incidents were recorded during the reporting period:

- **April 2025** – while replacing an air relief valve on a fire water line, a weld failure caused the uncontrolled release of a valve assembly under pressure. No injuries occurred, but the incident posed a significant risk and was reported to SafeWork NSW. An investigation identified a fabrication defect in the weld and inadequate isolation practices. Corrective actions include replacing all similar valve assemblies across the site and issuing a safety alert to reinforce interim controls.
- **June 2025** – a worker accessed an area of operating plant that was not yet isolated, putting them at risk of serious injury if the plant unexpectedly started. The worker was alerted of this risk and immediately removed themselves from the zone. The worker had applied their personal isolation lock to the plant leading into the area. Corrective action includes implementation of the Working in Right Places system and re-education for leaders and contractor supervisors on task categorisation and supervision expectations.

These incidents have informed improvements to work processes and equipment to reduce future risk and enhance safety performance.

Fatal risk management program

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

Safety Vitals Verification Audits

Safety Vitals Verification Audits are conducted against critical controls at quarterly intervals to assess compliance against the requirements of each Safety Vital. A Safety Vitals Audit Meeting is conducted quarterly, with Safety Vital Owners to present audit findings and determine corrective actions.

Safety Vitals Campaign

In January 2025, a year-long campaign commenced to generate greater awareness and a deeper understanding of the Safety Vitals and their critical controls. Over the course of the next reporting period, educational materials will be released by the Safety Vital Owners on their Safety Vital over a two-month period.



know your vitals for life

Positive Safety Refresher Program

In April and May 2025, Sentis delivered a Positive Safety Refresher Program to the NCIG workforce. Held over eight sessions, the program offered an opportunity for team members to reconnect with the key principles and tools that are an integral part of our safety culture. The sessions also welcomed newer employees, providing them with their first introduction to key safety frameworks and their practical applications. Through interactive discussions, hands-on activities, and real-world scenarios, participants explored how cognitive limitations can influence safety, reflected on current safety practices, and examined the impact of team dynamics on safe behaviour. The refresher program reinforced our ongoing commitment to cultivating a proactive and engaged safety culture across the organisation.



Emergency & crisis response exercises

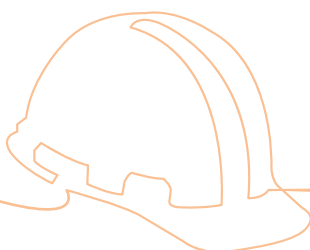
On 10 April 2025, NCIG conducted a confined space emergency exercise simulating a scenario where a worker was struck by hung-up coal and became trapped inside a chute. This exercise provided a valuable opportunity for our team to practice first responder skills, operate on-site rescue equipment, and test our emergency response procedures and communication protocols in a realistic setting. The exercise also included participation from NSW Ambulance, who engaged in a simulated 000 call and delivered on-site treatment and extrication of the casualty, working collaboratively with NCIG personnel. Later in the day, a second scenario tested our response to a simulated cyber-attack by an activist group, with the potential for an on-site protest. This exercise activated our Crisis Management team and challenged it to respond to a complex, evolving situation using the established Crisis Management Procedure. Debrief sessions followed both exercises, enabling us to reflect on performance, share insights, and identify opportunities to further strengthen our emergency and crisis response capabilities.



Injuries & illnesses

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

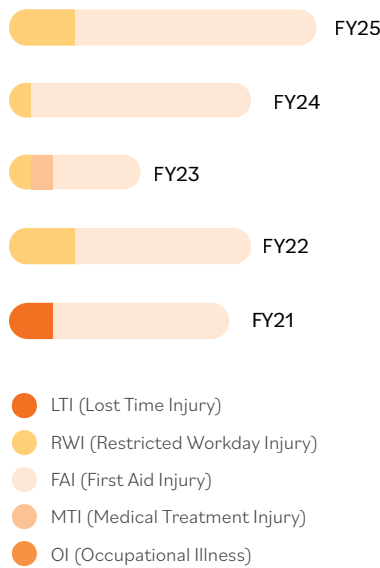
The prevention and active management of injuries to our employees and contractors is an ongoing focus and is a paramount element of our commitment to the health, safety and welfare of our people. Pleasingly, we did not experience any Lost Time Injuries (LTI) during the reporting period, however, we did record 11 First Aid Injuries (FAI) and three Restricted Workday Injuries (RWI), which is an increase in the number of overall injuries in FY25 compared to FY24. However, our Total Recordable Injury Frequency Rate (TRIFR) of 7.72, represents an increase compared to FY24, and we were not able to achieve our ambitious TRIFR target of less than 5.0.



One Restricted Work Injury was recorded in each of the following three months:

- **November 2024** – a worker sustained a minor foot fracture while descending a rail ballast shoulder at the rail loop. The individual returned to pre-injury duties in January 2025.
- **December 2024** – a worker experienced an achilles tendonitis while descending stairs, resulting in restricted duties for nine days.
- **February 2025** – a worker received a minor hand laceration during maintenance activities, requiring two stitches and resulting in restricted duties for eight days.

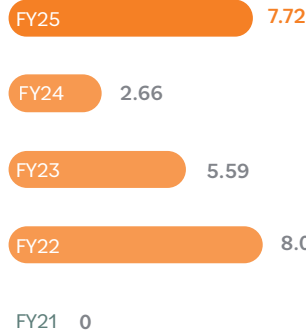
Each incident was reviewed in detail, with appropriate corrective actions implemented to support recovery and prevent recurrence.



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

NCIG's All Injuries metric includes:

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



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

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

Procedural & Management Plan Audits

There were 10 internal Health and Safety Procedural and Management Plan Audits during the period. Seven corrective actions were identified from the audits, all of which were to address minor non-conformances or improvement opportunities.

Contracting Company Audits

Contracting companies are required to complete audits against their HSEC management systems to maintain accreditation to work on the NCIG site. During the year, nine Contracting Company Audits were completed.

In March, our contractor pre-qualification process transitioned to a new third-party provider, whose system is a tiered and community-based subscription model. Contractor compliance tasks are based on service type and related risk levels, and onboarding can be fast-tracked for those already in the provider's system.

Safety Vitals Campaign

"Drive it like you own it" might sound like a clever tagline (and it is!) but it's also one of the winning slogans from our latest Safety Vitals campaign which focused on Collision with Mobile Plant. We asked our people to think about how we can prevent incidents onsite and challenged them to come up with catchy, memorable slogans to help keep safety top of mind.

The winning entries are now proudly displayed on signs and vehicle stickers across our site and act as daily reminders that safety starts with all of us.





OUR PLANT & ENVIRONMENT

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



We manage our environmental impacts

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

COMMITMENTS

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

FY25-27 ESG Targets

Primary Strategic Enabler

Operational Net Zero by 2030



>80% of total water consumed in operations from non-drinking sources (captured and recycled)



>70% of waste generated onsite being recycled



102 Ha biodiversity lands managed



10 biodiversity activities undertaken per year



GOALS

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

SDG CONTRIBUTIONS

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



Energy

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

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

Energy consumption

The vast majority of NCIG's energy usage is directly related to the electricity required to operate our infrastructure and assets. Our approach to energy management therefore focuses on reducing operational energy consumption at our critical points of demand. NCIG's total energy consumption for FY25 was 264,995 GJ, which is a 1.9% reduction on the previous reporting period. This reduction is due to a combination of reduced throughput (down 0.4% from FY24) and improvements in operational energy efficiency. This also resulted in a 1.6% decrease in our energy intensity levels, to 5,430 GJ/Mt down from 5,515 GJ/Mt in FY24.

Renewable energy

Power Purchase Agreement

NCIG has a long-term contract for renewable energy established through a Power Purchase Agreement (PPA) agreed at the end of the FY24. This is an important part of our strategy to be entirely powered by renewable electricity from 2030 onwards. The PPA supports the development of Lightsource BP's Goulburn River Solar Farm Project in the Upper Hunter region and will provide renewable energy to the market more widely. During FY25, the project achieved planning approval and financial close, and construction activities for the early works phase of the project commenced with site access and drainage activities. Current estimates indicate that energisation and connection activities will be undertaken by early 2027.

Energy efficiency

Since our terminal was constructed in 2010, various improvements have been undertaken to improve efficiency and productivity. We continue to focus on how energy is used across the site with particular emphasis on electricity efficiency. Monitoring and reporting systems are in place to support a process of identifying, analysing and implementing efficiency initiatives to improve the way in which electricity is used in operational tasks.

NCIG is currently tracking at a 7% electricity efficiency improvement as a result of energy savings initiatives implemented to date, representing a significant cost and emissions reduction. This is ahead of schedule and puts us in good a position to reach 8% efficiency in the next two years.

Electricity Efficiency Leadership Team

The NCIG Electricity Efficiency Leadership Team (EELT) helps provide the business with guidance on energy savings projects and prioritisation of initiatives. The EELT comprises representatives from our Assets and Infrastructure, Sustainability, Business Planning and Commercial teams. Meetings are held regularly with multiple initiatives investigated and implemented. The EELT continues to drive focus on energy management across our operations.

Key tasks of the EELT include to:

- clearly define organisational objectives
- drive a continuous improvement culture surrounding the use of electricity
- realise cost benefits associated with electricity savings
- continue to build the governance and processes around energy efficiency, data collection and analytics
- encourage the identification of data-led initiatives

Specific improvements implemented this year have been focused on minimising the time conveyors are running while they are empty and slowing conveyors down while machines are relocating. We also completed the final installation of the variable speed drive replacement project which has upgraded both Shiploaders and four Stacker Reclaimers with modern technology to improve the efficiency of machine motions.

Energy Management Working Group

NCIG's Energy Management Working Group (EMWG) is a cross-functional team that helps identify energy efficiency initiatives and promote continuous improvement across the business. The EMWG collaboratively identifies and assesses opportunities to maximise energy productivity and efficiency, and those that can reduce our emissions through improved energy practices. During the reporting period, the EMWG reviewed the status of NCIG's current energy savings initiatives. It also undertook a workshop that aimed to identify future energy saving initiatives, with a total of 16 identified for further analysis and assessment.

Energy savings quantification

To date, through the hard work of the EELT and the EMWG, NCIG has been able to save around 4,000,000 kWh each year with the implementation of the identified initiatives.



Emissions

About our emissions

NCIG's approach to identifying the sources of our emissions and quantifying them is aligned with the requirements of the National Greenhouse and Energy Reporting (NGER) scheme. In FY25, NCIG's total tonnes of carbon dioxide equivalent (tCO₂e) emissions from operations (Scope 1 and 2) was 47,845 tCO₂e, an increase of 36.9% when compared to 34,946 tCO₂e last year. This is as a result of a strategic change in our approach to energy procurement to emissions management, which focuses on the implementation of a Power Purchase Agreement (PPA) to reduce our long-term emissions, rather than the previously adopted approach of purchasing Large-scale Generation Certificates (LGCs) from the market. The PPA involves development of the Goulburn River Solar Farm that will provide NCIG with 100% energy from renewable sources by 2030, which we consider to be a more sustainable way of achieving our net zero commitments.

Net Zero Transition Plan

NCIG's Net Zero Transition Plan provides information about how we intend to achieve our net zero operational emissions (Scope 1 and 2) by 2030.

Learn more on page 38 of this report, and on our website: www.ncig.com.au/what-we-do/operational-net-zero

Emissions reduction

Scope 1 and 2 emissions

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



NET ZERO OPERATIONAL EMISSIONS BY 2030

Scope 3 emissions

The estimation of Scope 3 emissions has again been an element of NCIG's emissions management practice. Category emission factors were utilised in this determination of these indirect emissions which were found to be approximately 30% of our total emissions footprint. To date our Scope 3 emissions have not been audited, however this will commence in alignment with the introduction of new regulatory reporting requirements. Some reductions in Scope 3 emissions have been achieved this year through the take-up of EVs by employees and the improvement in waste recycling rates.

Primary sources of Scope 3 emissions

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

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

Emissions reporting

Air quality and emissions information was calculated in accordance with the National Pollutant Inventory (NPI) Reporting and the National Greenhouse and Energy Reporting (NGER) schemes during the period. Our FY25 data illustrates that NCIG's air quality and emissions data are comparable to previous years.

Vehicle electrification & charging

This year NCIG continued to electrify its operational vehicle fleet. An operational fleet vehicle electrification transition schedule was developed, and three additional new electric vehicles were purchased during the period. The use of the EV fast charger located in the NCIG visitor's carpark was also opened to all employees and contractors on a user pays (cost recovery) basis. This provides an employee benefit and also represents an initiative to reduce NCIG's Scope 3 emissions. The ongoing transition to electric vehicles and the rollout of EV charging infrastructure are exciting steps towards us achieving our long-term strategic commitment of net zero operational emissions (Scope 1 and 2) by 2030.



Net Zero Action Plan

Direct operational control emissions – Scope 1		PRIMARILY DIESEL, OIL AND PETROL CONSUMPTION BY VEHICLES AND MACHINERY ONSITE
FOCUS AREAS	INITIATIVES	FY25 STATUS
Fleet electrification – NCIG has commenced electrification of its vehicle fleet and has installed charging infrastructure at our facility. Each year at least 10-20% of our existing fleet of combustion vehicles is planned to be transitioned to electric vehicles (depending on the availability of suitable vehicles).	Electrify 100% of NCIG fleet vehicles by 2030.	32% of fleet vehicles electrified
Oils & Greases – our objective is to work to identify and procure lower emissions alternatives to meet operational demand. We will engage with our suppliers to define the suitability of alternative products.	Investigate sources of lower emission alternatives and deploy over time where feasible by 2030.	Under investigation
Stationary plant fuel usage – practical renewable energy units are planned to be utilised as they become available. This may include forklifts, lighting plants, elevated work platforms, etc.	Utilise practical renewable energy units as they become available.	Under investigation
Offsets – although considered immaterial, from 2030 NCIG intend to purchase Australian, and if possible, local offsets, to reduce net emissions of the remaining sources of Scope 1 emissions to zero.	Offset remaining Scope 1 emissions from 2030.	Preliminary investigation complete
Climate-related opportunities – explore blue carbon or other offset opportunities associated with the critical habitat areas under NCIG management.	Investigate blue carbon and other offset opportunities and implement where feasible.	Initial work with research partners undertaken
Direct operational control emissions – Scope 2		PRIMARILY PURCHASED ELECTRICITY USED TO OPERATE INFRASTRUCTURE
Electricity sourcing – we have entered into a Power Purchase Agreement (PPA) to secure the future supply of renewable energy to meet 100% of our electricity requirements for a 10-year period. Through this agreement we will directly support the development of a local solar project and the renewable energy sector more broadly. After this initial period NCIG plans to continue to procure electricity that ensures the ongoing 100% renewable energy status of our electricity supply. Our target for Scope 2 emissions is intensity based, meaning it is a percentage of annual estimated electricity usage, which is primarily governed by terminal throughput.	Procure 100% of electricity demand from renewable sources by 2030.	Construction of Lightsource BP’s Goulburn River solar farm commenced
Electricity efficiency – the objective of NCIG’s Energy Efficiency Leadership Team (EELT) and associated processes is to continue to identify and implement opportunities for energy efficiency and associated initiatives. We have established an energy efficiency internal target as a critical element to further drive our efficiency focus.	Expect to reach 8% energy efficiency improvement by 2027.	7% energy efficiency achieved



Dust & Air Quality

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

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

Noise

Despite operating in a heavily industrialised area, our activities have the potential to impact local noise amenity. Careful monitoring and management of our noise footprint is therefore an important part of our day-to-day operations. Our Operation Noise Management Plan outlines how we control and actively manage noise emissions onsite. We regularly monitor the noise created onsite by our operational infrastructure and external consultants take noise readings in surrounding residential areas on our behalf. This helps ensure that any noise issues are identified early, and that our plant is maintained and monitored to keep noise levels below specified limits. Noise criteria for our site operations are defined by our Project Approval and Environmental Protection Licence. Acoustic specialists were engaged during the reporting period to update our site-specific noise model and confirmed our terminal's ongoing compliance to all specified noise limits. Noise monitoring undertaken during the reporting period did not identify any exceedances of NCIG noise criteria at residential locations and no noise complaints or enquiries were received in FY25.

Lighting

Most of our onsite lighting has been fitted with LED lighting technology. The energy efficiency and emission reductions affected by this type of lighting is beneficial, and depending on operational and environmental factors, can save around 200-270 MWh per annum when compared to traditional lighting. We did not receive any lighting complaints or enquiries in FY25.

ISO 14001 surveillance audit

NCIG operates an integrated Environmental Management System onsite. During FY25, external auditors conducted an annual surveillance audit, assessing the system against the ISO 14001:2015 international standard. The audit was successful, and our certification was retained. This internationally recognised standard represents best practices in environmental management and supports NCIG's ongoing commitment to continuous improvement.



Dave Hughes, Engineering Officer

Waste

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

Waste recycling

NCIG manages 19 different waste recycling streams, including metal, timber, generated spoil, paper and cardboard, e-waste, and machine waste such as conveyor idlers. This year we exceeded our waste recycling target with a recycling rate of 88% of total waste generated. This result marks an improvement over previous years, largely due to the recycling and repurposing of waste conveyor belts. NCIG has prioritised this waste stream in recent years, and this year we were successfully able to divert approximately 170 tonnes of waste conveyor belt from landfill.

Soft plastics

This year we proudly partnered with Resourceful Living, a local Hunter Valley-based organisation turning plastic waste into long-lasting, practical products like furniture and building materials. Their innovative approach aligns with our sustainability goals and our dedication to supporting local businesses.

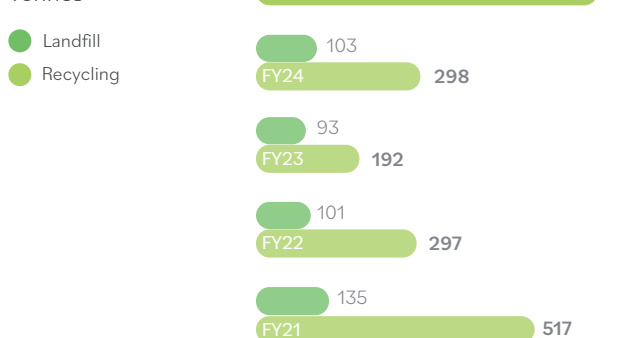
Since 2018 we have been able to support the recycling of approximately 3,872 kg of soft plastic waste. We are excited to continue our partnership with Resourceful Living into FY26.



Hazardous waste

During FY25, NCIG recycled a total of 12 tonnes of hazardous wastes produced. This waste typically consists of items such as aerosols, waste greases/oils, drums and oil filters.

Waste Generated



highlights



19 different recycling streams



640 tonnes waste recycled



88% total waste recycled



14.9t/Mt waste generation intensity



142 kg soft plastic waste collected

Conveyor belt recycling trial

NCIG is committed to reducing industrial waste sent to landfill, with a particular focus on finding sustainable solutions for complex waste streams. One such challenge has been the disposal of used rubber conveyor belts, which has been an ongoing issue due to the material's properties and limited recycling options. In FY25, NCIG made significant progress by launching a conveyor belt recycling trial process. As part of this initiative, approximately 170 tonnes of used conveyor belt material was removed from site and directed through two disposal pathways. This activity was considered a trial as it gave NCIG an opportunity to assess the relative merits of these processes.

In the first trial, used conveyor belt was transported to a specialised rubber recycling facility in Cootamundra where it was shredded and the steel reinforcing wire removed for recycling into the steel manufacturing industry. The remaining rubber component of the belt was then utilised in an energy recovery process at the Berima cement kiln, resulting in a direct offset of coal required in this manufacturing process.

Rubber matting is an important animal husbandry control in the agricultural sector. The second trial involved using the used conveyor belt to protect the feet of cattle in feedlots in northern NSW and southern Queensland. This use effectively turns a waste product into a valuable resource, negating the need to utilise alternative products and reducing consumption of associated raw products.

This trial process represents a key milestone in our broader project to identify viable and sustainable end-of-life disposal pathways for the large volumes of used conveyor belts historically stored onsite.

Water

NCIG strives to use water responsibly and avoids impacting surrounding water bodies.

Water consumption

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

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

During the year NCIG's total potable water consumption reduced significantly in comparison to last year, down from 91 ML in FY24 to 30 ML this year, a reduction of approximately 67%. This was primarily as a result of increased rainfall onsite during the period (1,565 mm compared to 1,052 in FY24) and the use of approximately 104 ML of recycled water from our recycled water infrastructure. This year we established a new three-year target to use >80% of total water consumed onsite for operational purposes from non-drinking sources (captured and recycled). We achieved this target with a result of 99% for the period.

Recycled water

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

Our recycled water infrastructure facilitates the supply of high-quality recycled water to our site via an underground pipeline from an Advanced Water Treatment Facility at Steel River. The water is used to supplement our raw water supplies for dust suppression and machine washdown. The 104 ML of recycled water utilised during the year brings our total volume since the start of the project to 356 ML. This has directly offset consumption of public drinking water from the local town water supply network to an equivalent amount that would have historically been needed.

Water discharge

During the reporting period we discharged approximately 629 ML of captured water from our clearwater holding pond. This was a direct result of above average rainfall recorded during the period. This water was monitored and tested in accordance with NCIG's environmental protection licence requirements with the water quality results published on our website. Where possible NCIG aims to reduce the volume of water discharged and maximise reuse onsite.

highlights



79% captured water as proportion of total water consumption



99% total water consumption for operational purposes from non-drinking water sources (captured and recycled)



13 ML/Mt water usage intensity

Compliance

Throughout FY25 there were no material breaches of any of our environmental obligations. There were however four externally reportable incidents that occurred during the period. These were:

- **31 August 2024** – a localised oil sheen was observed on the Hunter River below one of NCIG's shiploaders. The investigation into the incident revealed that approximately three litres of hydraulic oil had leaked from a ball valve on a brake enclosure drainpipe that caused the impact. The leak was contained immediately and the incident was reported to the NSW Environment Protection Authority (EPA) and the NSW Port Authority. The brake enclosure valve and drainpipe assembly were subsequently replaced following the investigation.
- **3 September 2024** – a groundwater trigger notification was submitted to the EPA within the nominated seven-day timeframe. Following a review of the routine six-monthly groundwater monitoring program it was identified that NCIG had submitted the required groundwater notification one day outside the nominated reporting timeframe (within eight days).
- **30 December 2024** – during a routine maintenance task, a heavy vehicle inadvertently reversed into NCIG's site meteorological station (weather station). The incident resulted in the weather station being unavailable for a short period of time (<48 hours) until a new unit was installed. The incident was reported to the EPA.
- **23 May 2025** – following extensive, prolonged heavy rainfall, stormwater was identified to be overflowing at multiple locations across the site, outside the licensed discharge point. An investigation into the incident confirmed that NCIG's water management system operated as per its design and the overflows occurred as a result of significant rainfall that was experienced as part of a wider regional rainfall event. The incident was reported to the EPA in accordance with NCIG's licence conditions.

Biodiversity

Enhancing local biodiversity

NCIG is committed to protecting and enhancing local ecology within our facilities and surrounds through active management and partnerships. We focus our efforts on increasing the habitat value of the fresh and tidal wetland adjacent to our operation. This includes the Hunter Estuary Wetlands, which is listed under the Ramsar Convention, and the Kooragang Nature Reserve. These areas provide habitat to several threatened species and communities.

The biodiversity areas we directly manage on Ash Island are our:

- Green and Golden Bell Frog Compensatory Habitat
- Migratory Shorebird Compensatory Habitat

Biodiversity partnerships

NSW National Parks & Wildlife Service partnership

During FY25, NCIG entered its third year of a Biodiversity Partnering Agreement with the NSW National Parks and Wildlife Service. This project relates to the construction of Green and Golden Bell Frog artificial cluster ponds on Ash Island to enhance and promote frog movements across the island.

At each pond site, large ponds create a permanent refuge habitat, and more shallow dual troughs are established to encourage breeding. Our contribution of \$80,000 over a three-year period has been used to assess, plan, coordinate and construct the artificial ponds.

The project contributes to conservation efforts and demonstrates ongoing commitment to environmental stewardship and biodiversity enhancement.

During FY25, NPWS successfully completed the construction of an additional six artificial cluster ponds on the Island. Each installed habitat includes:

- Construction of an external ramp to allow the frogs an access route into the pond
- External painting of the ponds
- Water in the large pond and breeding trough
- Aquatic and terrestrial vegetation
- Mulch
- Rocks and blocks for microhabitat

A further seven ponds are planned to be installed in FY26.

Compensatory habitat & ecological monitoring program

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

highlights



102 ha managed



2 ecological compensatory habitats



13 shorebird species recorded in NCIG managed compensatory habitat



6 biodiversity enhancement activities undertaken

Frog habitat

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

During FY25, no breeding events were recorded in our compensatory habitat area, however breeding activity was recorded across other areas on Kooragang and Ash Island, which demonstrates the importance of this quality habitat mosaic for local conservation management. Our Compensatory Habitat and Ecological Monitoring Program offsets impacts to local ecology located on Ash Island, part of the Hunter Wetlands National Park.

Enhancing the GGBF partnership

As part of our ongoing commitment to biodiversity, NCIG has supported significant progress in restoring habitat for the endangered Green and Golden Bell Frog (GGBF), through the construction of 'cluster ponds' on Ash Island.

During the year, six new ponds were installed and landscaping was carried out collaboratively with the NSW National Parks and Wildlife Service (NPWS), Ash Island Local Land Services, Hunter Region Landcare students, and volunteers from Alesco Secondary College, Toolijooa and Litteria Volunteering. A third and final phase is planned for early 2026, with seven new ponds to be built across multiple trails. This phase will trial a new metal-tank refuge design to increase habitat diversity and improve the likelihood of GGBF colonisation.

This project exemplifies effective partnerships in action, combining conservation with community involvement to support a critically native species.

Migratory shorebirds

During FY25, the Hunter Bird Observers Club (HBOC) observed seven migratory shorebird species across our migratory shorebird compensatory habitat area. These included the Bar-tailed Godwit, Common Greenshank, Pacific Golden Plover, Sharptailed Sandpiper, the Red-necked Stint and for the first time on the migratory shorebird compensatory habitat, the Little Curlew and the Black-tailed Godwit were also observed.

Weed management

During the year, NCIG continued its weed management activities within its compensatory habitat areas on Ash Island with the assistance of specialist weed management contractors. Low volume spraying was conducted targeting *Cortaderia selloana* (Pampas Grass) and *Juncus acutus* (Spiny Rush). A cut and paint method was also performed using hand tools targeting *Baccharis halimifolia* (Groundsel Bush), *Cortaderia selloana* (Pampas Grass), *Solanum mauritanum* (Tobacco Bush) and *Cinnamomum camphora* (Camphor Laurel). Manual removal of weeds was also undertaken targeting *Senecio madagascariensis* (Fireweed), *Rumex sagittatus* (Turkey Rhubarb) and *Gomphocarpus physocarpus* (Balloon Cottonbush).

Mangrove removal

Mangroves can provide numerous ecological benefits, however if not sustainably managed they can create negative environmental impacts, disrupting local shorebird ecosystems and outcompeting species of saltmarsh. They typically spread quickly and if not controlled can congest wetlands. During FY25 we continued our mangrove removal campaign with the support of an environmental restoration consultant in our migratory shorebird compensatory habitat. The removal of mangroves in wetland areas helps promote saltmarsh habitat and create mud flats where migratory shorebirds can roost and forage. In total 423 mangrove seedlings were removed from our compensatory habitat area, which was a significant decrease from previous years.

NPWS Biodiversity Partnership

Through our partnership with the NSW National Parks and Wildlife Service, several NCIG employees volunteered their time to assist in landscaping recently constructed frog habitat ponds that were being installed across Ash Island. These ponds, which are adjacent to the NCIG Compensatory Habitat Area, are intended to promote the migration of Green and Golden Bell Frogs.



Biodiversity Strategy

This year was the first in which our refreshed Biodiversity Strategy was implemented. The strategy is founded on three key pillars: compliance; biodiversity enhancement; and stakeholder collaboration and engagement. The document outlines NCIG's strategic direction and includes a three-year action plan outlining our planned future actions. Our efforts aim to create, restore and enhance the biodiversity of our native flora and fauna in urban environments, creating wildlife corridors and encouraging habitat conservation.

The key biodiversity initiatives undertaken in NCIG's compensatory habitat areas during FY25 included:

- Weed management activities across our GGBF and shorebird compensatory habitat
- Feral animal control works across our GGBF and shorebird compensatory habitat
- Green and Golden Bell Frog Island Wide monitoring program
- Green and Golden Bell Frog Cluster Pond construction with NPWS
- Annual mangrove removal program at our shorebird monitoring area

In addition to the above initiatives, we also supported an external biodiversity enhancement initiative through our Community Support Program. The initiative involved drone training and certification for HBOC volunteers to assist with estuary-wide shorebird monitoring.

Partnership with University of Newcastle

As part of our partnership with the University of Newcastle in FY25 the Sustainability team hosted three site tours for Environmental Studies students. Under guidance of our Environment and Sustainability Officer, the group visited Green and Golden Bell Frog (GGBF) habitat on Kooragang Island and learned first-hand about the lifecycle, threats and management strategies from a leading GGBF researcher.



📷 Pete Madden, Environment & Sustainability Officer



OUR COMMUNITY & STAKEHOLDERS

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



We proudly support our local community

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

FY25-27 ESG Targets

Primary Strategic Enabler

70% of total expenditure spent locally



5 STEM related initiatives supported



35% of employees participate in community events



45 community groups supported



\$390,000 financially committed to community initiatives



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

SDG CONTRIBUTIONS

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



Community Support

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

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

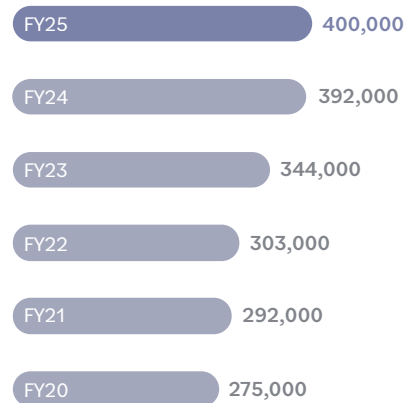
Community investment programs

We are a proud Australian business and contribute to the prosperity of our local region through initiatives and programs that create value for our local communities, environment and economy.

Actively supporting our local community is an important aspect of what we do. We achieve this through two core programs: our Community Support Program (CSP); and our Community Partnership Program (CPP). These programs provide financial and in-kind support to community groups whose work aligns with our community support ambitions, which are to:

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

In FY25, our annual target for community support was \$375,000 investment in community initiatives across a minimum of 45 community groups, and to support at least five STEM related initiatives. We successfully met all of these targets providing \$400,000 to 68 different community groups and/or initiatives, six of them STEM related.



Annual Investment in Community Initiatives
\$AUD*

*Figures have been rounded to the nearest thousand.

highlights



\$400,000 invested in community initiatives



68 local community groups supported



6 STEM related initiatives supported



64 stakeholder site tours



64% employees participated in community events

Community Support Program

Our Community Support Program (CSP) has been running since 2010 and since then, has contributed almost \$3.4 million to close to 570 local projects or initiatives that aim to improve facilities and social connection in our community. Our CSP provides financial support to community groups associated with local sporting clubs, community involvement and welfare groups, environmental projects, schools and other community support organisations.

Our open application process runs twice per year and a panel of NCIG representatives assess the applications. This financial year we received a total of 180 applications, which is a program record. A total of 52 grants were awarded and shared in more than \$229,000.



Morning teas for community support recipients

To celebrate both our rounds of CSP recipients in September and March, we continued our tradition of celebrating their success with a morning tea at which they could meet one another along with the NCIG team. We have been running this type of event for many years, and it is an opportunity for organisations to grow their own network and find collaboration opportunities while enjoying a casual gathering. It's one way we help create a more interconnected region and support local organisations to better support our community.



Community Partnership Program

NCIG's Community Partnerships Program (CPP) portfolio reflects ongoing relationships with local organisations. Long-term partners identified through our CSP are formally included in our CPP portfolio to further strengthen our connection with these organisations. Some of our CPP partners are:

- **Got Your Back Sista** – NCIG once again sponsored the Got Your Back Sista annual fundraiser campaign, I Run For Her, which raised over \$170,000. In total, 34 NCIG employees participated in the event either through an onsite activation or physical participation in the official event. Throughout the year, NCIG employees also participated in one 'Corporate Cook Up' at the GYBS headquarters. Together, staff cooked hundreds of meals for women and children suffering the effects of domestic violence.
- **Lifeline Hunter** – NCIG was again the major sponsor of Lifeline Hunter's Out of the Shadows Walk in recognition of World Suicide Prevention Day. Our CEO, Aaron Johansen, spoke at the event and was joined by hundreds of community members, including more than 40 NCIG staff members and contractors at the event in Dixon Park. This reflective morning is a chance to highlight the impact of suicide and to bring awareness to those impacted, of the services and support available to them.



NCIG staff at Lifeline's Out of the Shadows Walk

Supporting Seafarers

A key community partner for NCIG is Mission to Seafarers (MTS), an organisation that facilitates shore leave and supports seafarers to make the most of their time in Newcastle.

In July, NCIG rolled out three new vessel Wi-Fi units for seafarers to access while berthed at NCIG. These new units are owned and managed by NCIG and will continue to assist seafarers by providing reliable access to internet services and general welfare support into the future.

Additionally, we collaborated with MTS to provide more than 500 Christmas gift hampers to seafarers. Our team distributed the hampers to crews berthed at the NCIG wharf throughout the festive season. NCIG also packed over 200 gift bags to provide to seafarers arriving at the NCIG wharf in and around International Day of the Seafarer.

Supporting community-based events like this provides our team with an opportunity to step away from their normal duties and connect with their colleagues and key service providers.



Fundraising

Our team is made up of locals and NCIG is proud to support the organisations that matter to them. In addition to our CSP and CPP, NCIG also encourages employee-led initiatives, enabling our people to actively engage and raise funds for causes important to themselves and their community. This year our team supported various organisations including the Starlight Foundation and Push Up Challenge in which staff took the opportunity to raise funds over this period. Members of the Maintenance Team also volunteered with a local community environmental not-for-profit organisation, Trees in Newcastle, to plant out the frog habitat being built on Ash Island in partnership with NSW National Parks & Wildlife Service. These initiatives were internally led and offered an opportunity for broader engagement across the business. Feedback was positive and the ‘team captains’ felt empowered and supported in this approach.

Volunteering

During the year NCIG participated in 35 community/partner events, with a total of 203 staff interactions across 79 unique participants. This high number is reflective of our highly engaged workforce who truly feel connected with our local region.

Variety Spin 4 Kids fundraiser

This year we once again participated in the annual Variety Spin 4 Kids fundraiser. This was our 11th year sponsoring the event, supporting Variety in their mission to provide life-changing support for children in need. Together, Team Bucket Wheels placed fifth overall, clocking up a total of 180km on the bike and raising vital funds for children who are sick, experiencing disadvantage or living with a disability. It was an incredible day of spinning, sweating, and making a difference.



Got Your Back Sista corporate cook up

On 6 June 2025, NCIG team members rolled up their sleeves at the Got Your Back Sista (GYBS) headquarters and cooked 220 meals for women in our community who are facing challenges. GYBS have been long-time partners of NCIG, and we are proud to support the amazing work they do to empower women and help them rebuild their lives.



Starlight Foundation Superswim Challenge

During February, a team of 13 keen swimmers from NCIG participated in the annual Starlight Foundation Superswim Challenge. The event is one of the largest national charity swim events that aims to improve awareness of the Starlight Foundation and raise funds to help support sick kids in hospitals across the country.

The NCIG Team successfully raised \$10,000 for the Starlight Foundation and swam an impressive 220km during the challenge. The team was also fortunate enough to visit the Newcastle Starlight Room during the month, and to present gifts to help brighten the lives of ill children in Newcastle.



Engagement

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

Stakeholder Engagement Framework

NCIG's Stakeholder Engagement Framework assists NCIG management to structure and focus interactions with internal and external stakeholders. This business level plan identifies all NCIG key stakeholders and reviews performance against defined relationship goals on a quarterly basis. During the year the framework continued to be developed to empower team level communications and provide structure to our stakeholder engagement activities.

Community Engagement Group (CEG)

NCIG's Community Engagement Group (CEG) is comprised of local community representatives covering key geographic areas around our operation. The CEG is an avenue to communicate information about our operations and to give a voice to community members on matters important to them. This typically includes our operational activities, environmental performance and community investment initiatives.

Three meetings were held throughout the period during which the CEG were presented with insights into current economic predictions for the mining industry and updates on key projects from internal project leads. CEG members are also offered the opportunity to ask open and direct questions to NCIG executive staff members. The group was appreciative of the opportunity to see behind the scenes of an operational undertaking (dump station maintenance), and was enthusiastic about NCIG's use of internal resources for our financial management (FMSR) project. In June we put a call out to existing community stakeholders to join our Community Engagement Group, resulting in a positive response and more than ten applicants. We are excited to welcome five new CEG members to our first CEG meeting in FY26.

Community newsletters

To help keep our community informed of operational developments within the business, NCIG produces regular newsletters, which are printed and delivered to local households within key geographic areas around the Newcastle Port. We partner with local charity, not-for-profit or sporting organisations to deliver these newsletters in exchange for a donation to their organisation. A team of volunteers from the Stockton Sharks junior soccer club distributed the February newsletter, providing a chance to connect with their fellow volunteers and go for a walk around the local area.

Community site tours

As part of NCIG's engagement with the local community, free site tours are available for interested parties. These tours are an opportunity for locals and visitors alike to see behind the scenes of NCIG's operation. During the period, NCIG hosted a number of community site tours for groups ranging from two up to 20 in participant numbers. One of the larger groups hosted, was a group of residents from Black Head on the mid north coast. The group was provided with a detailed presentation on NCIG's operations and environmental controls, and the opportunity to tour the site during operational hours. Feedback about the tour was positive and they were appreciative of NCIG taking to time to show them through the terminal and in particular how NCIG controls critical environmental issues.

Family & Community Open Day

In March NCIG held its Family and Community Open Day, tickets to which were made available to employees, contractors, their families and the wider community.

The event was a success with 475 locals joining us for the day. In addition to running 10 site tours, there was a BBQ, face painting, bungee trampoline, and live music. The kids especially loved the day thanks to the ice cream truck and baby animal farm.



Working with our community

NCIG enjoys being an active community member. This year we attended several events in support of our community, often connected in some way to our Community Support Program and/or our Community Partnership Program. This included:

- **Home-Start Family Services** volunteer graduation and morning tea
- **Hunter Region Botanic Gardens** Grevillea Grafting Workshop
- **Mentor Support Network** Scholarship Presentation
- **HunterWiSE Industry Partners** Networking Event
- **Soul Hub** new location opening ceremony and Friday Chill weekly series
- **Stockton Bowling Club** Spring Fours event
- **Trees Newcastle** cluster ponds landscaping



Enquiries & complaints

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

In FY25, there were no registered complaints received that required NCIG to modify operational activities. Overall, very few complaints have been received since commencement of operations in 2010.

Awards

NCIG proudly received three external awards during the reporting period, specifically:

- **Safety Excellence Award**
NSW Mining HSEC conference, August 2024
- **Most Innovative WHS Idea - Large Organisation**
2025 Hunter Safety Awards, March 2025
- **Host Employer Innovation Award**
2025 Zeal Futures Excellence Awards, May 2025

More information about these awards can be found in the People & Culture section of this report.

Industry engagement

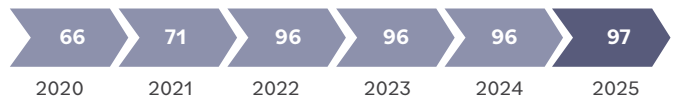
NCIG engages with industry peers and professional (member) associations to maintain remain abreast of industry changes and developments, and to share learnings and experience. Interactions are typically planned and engagement activities are tracked.

During FY25, we attended conferences and meetings related to health and safety, operations, engineering, asset maintenance and management, emissions reduction, IT and cyber security, port safety and efficiency and regional development.

Our CEO is a board member of Business Hunter and the Hunter Valley Coal Chain Coordinator.

Investor ratings

This year marks NCIG’s sixth consecutive participation in the GRESB ESG benchmark assessment for infrastructure assets. GRESB is a globally recognised, investor-driven platform that independently evaluates ESG performance and benchmarks companies against industry best practices. We earned an overall score of 97 out of 100, which is an improvement of one point from last year and two points above the peer average. NCIG also ranked 141st out of 647 infrastructure asset companies worldwide. This result highlights the continued strength of our sustainability strategy, ESG targets, and performance in managing ESG-related risks and opportunities.



Key stakeholder activities in FY25



COMMUNITY

- Community and Family Open Day welcomed 475 attendees.
- Three Community Engagement Group meetings held in August, November, and March.
- Site tours conducted for community members and groups throughout the year.
- Two morning teas held to celebrate recipients of NCIG's Community Support Program.
- Biannual community newsletters distributed to households in surrounding suburbs.



CONTRACTORS

- Regular meetings with contractors to discuss workplace safety, operational performance, major shutdowns, and key site activities.
- Daily contractor 'Toolbox Talks' and internal site bulletins shared to promote ongoing communication.
- Mandatory contractor routine risk-based health and safety audits to maintain accreditation for site access.
- Bi-monthly meetings of the Site Consultation Committee, which includes contractor representatives, to discuss updates on safety, environment, and sustainability.



CUSTOMERS / SHIPPERS

- Ongoing, consistent consultation with customers to strengthen relationships and share insights.
- Frequent customer meetings to provide updates on performance and logistics, and which offer a platform for feedback.
- A Customer Satisfaction Survey was distributed to 100% of customers and achieved a 100% voluntary response rate.
- 53 site tours conducted specifically for customer representatives.



EMPLOYEES

- Our Employee Engagement Survey achieved 87% voluntary participation rate.
- Regular Communication Days were held to update employees on performance, progress against targets and any special projects or achievements, with 12 sessions held in FY25.



INVESTORS & INSURERS

- Regular communication with major investors, insurers, and potential lenders, continuing long-standing relationships.
- Participation in the 2025 GRESB Benchmark, assessing our ESG strategies, policies, and performance.
- Three site tours hosted for business, insurance, and financial sector partners.



GOVERNMENTS & REGULATORS

- Met all regulatory reporting obligations under specific legislative frameworks. Reports are made available on our website.
- Conducted surveillance audits to ensure compliance and continual improvement



INDUSTRY

- Partnered with Mission to Seafarers to provide Christmas hampers and gift packs for International Day of the Seafarer.
- Participated in the Australian Coal Terminals Community of Practice conference.
- Conducted tours for industry partners.



GENERAL PUBLIC

- Transparency maintained through our 2024 Sustainability Report, biannual Sustainability Scorecards, website updates, & social media posts.



SHAREHOLDERS

- Monthly performance reporting and quarterly Board meetings. Our Board includes shareholder representatives.



SPECIALIST GROUPS

- Collaborated with NSW National Parks and Wildlife Service, other government agencies, University of Newcastle, UNSW and the Hunter Bird Observers Club.
- One site tour for the Committee for the Hunter.



SUPPLIERS

- Ongoing engagement and collaborative contract reviews with existing and potential suppliers.

Procurement

We are committed to supporting the prosperity of Newcastle and the Hunter Region and aim to source as much as possible from local businesses. Our target is 70% of total expenditure to be spent locally, which we achieved this year.

Supporting our local economy

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

We aim to source as much as possible from local businesses, with many of our critical supply partners based in Newcastle and the broader Hunter Region. Local procurement for NCIG means the purchase of goods and services from businesses that have a local office in the Local Government Areas of Newcastle, Port Stephens, Lake Macquarie, Maitland, Dungog, Muswellbrook, Upper Hunter, Singleton, Cessnock and Central Coast. Our pre-tender identification process also considers local businesses, and our tender evaluation process weights local businesses favourably. Our total spend on goods and services in FY25 was almost \$49 million. Through our local procurement strategy, in FY25 our total local spend was \$41.7 million, which represents 85% of our total procurement expenditure. The total amount spent within the rest of Australia was \$7.2 million, bringing total spend in Australia to \$48.9 million (99.8%).

Sustainable procurement

We recognise that sustainable procurement practices represent opportunities for us to promote social and economic value creation, and to contribute to the potential for development of social and environmental innovation. NCIG works with a variety of suppliers, large and small, and offers fair and equal opportunity to all during our tender process. NCIG is happy to consider smaller local contractors, to help and guide them to build capability to work on an industrial site and comply with best practices.

Contracting company audits

Contract companies are required to complete audits against their HSEC management systems to maintain accreditation to work on the NCIG site. During the year there were nine Contracting Company Audits.

In March, our contractor pre-qualification process transitioned to a new third-party provider Avetta Connect, whose system is a tiered and community based subscription model. Contractor compliance tasks are based on service type and related risk levels, and onboarding can be fast-tracked for those already in the provider's system.

highlights



\$48.9M total expenditure



\$41.7M spent with local suppliers



\$7.2M spent with other Australian suppliers



85% spend in the local region



99.8% of expenditure in Australia

Modern Slavery

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

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

Modern Slavery Policy

Our Modern Slavery Policy outlines the expectations we have of our employees, contractors and suppliers and the actions that are to be taken should they believe they have identified modern slavery in our business processes.

Modern Slavery Statement

Our annual Modern Slavery Statement, which can be found on our website, outlines the progress we have made during each year regarding actions taken to prevent modern slavery risks. It also identifies future actions that aim to increase internal awareness of modern slavery risks across the business. NCIG's Annual Modern Slavery Statement was approved by the NCIG Board in December 2024 and submitted to the Australian Government in accordance with our legal obligations.

Employment

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

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

Employing local people

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



Workforce of the future

For several years NCIG has nurtured industry partnerships that stimulate careers in STEM (Science, Technology, Engineering and Mathematics). This is important to us because the current and future success of our business relies on engineering excellence.

HunterWiSE Schools Outreach Program

We continue to support the HunterWiSE Schools Outreach Program, led by a group of passionate academics and teaching professionals at the University of Newcastle. The Schools Outreach Program targets female high school students in Year 8 to foster a continued interest in STEM studies.



NCIG HunterWiSE Scholarship for Women

NCIG HunterWiSE Scholarship for Women in STEM is available to women in their second year at the University of Newcastle who are studying a STEM-related degree. The scholarship is awarded to encourage students to complete their studies and was introduced as a direct response to the drop-out rates of women studying STEM-degrees as observed by HunterWiSE and the University of Newcastle. The two NCIG scholarships are awarded annually and are valued at \$8,000 each. In FY25 the scholarships were awarded to Cordelia, Bachelor of Renewable Energy Engineering and Victoria, Bachelor of Mechanical Engineering.

HunterWiSE schools outreach program

NCIG proudly continued its support of the HunterWiSE Schools Outreach program by welcoming 20 Year 8 female students from Newcastle High School in August 2024. The visit aimed to provide students first-hand exposure to STEM-related industries and activities. During the day, the students participated in a site tour and engaged in a series of engineering challenges. Five of our engineers took part in the event, sharing insights into their careers and highlighting the exciting opportunities available within the heavy industry sector.





OUR OPERATIONAL PERFORMANCE

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

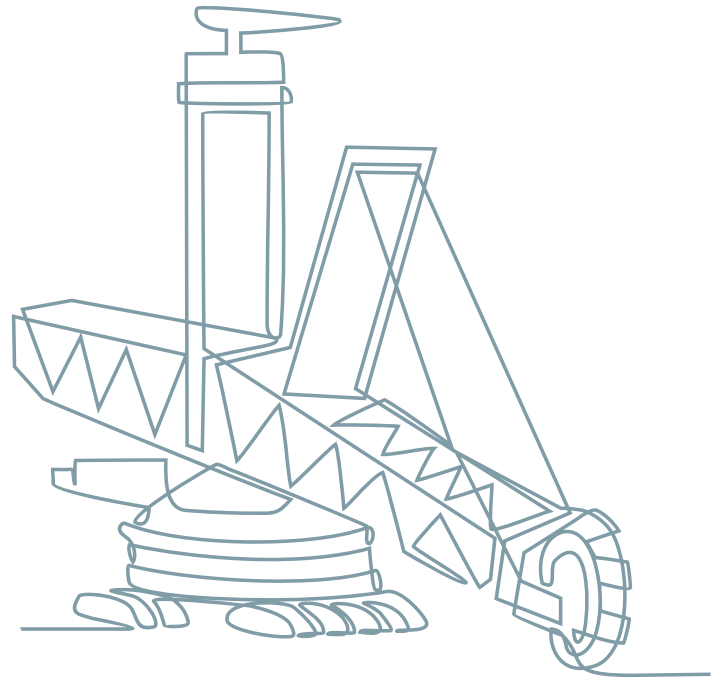


Our quest is for operational excellence

Our operational excellence focuses on sustainably optimising throughput and vessel loading rates to ensure our customers can achieve the best possible return on their investment.

Our modern, highly automated operations run effectively with a lean workforce, and we provide strong operating and asset management practices. This year we loaded 48.8Mt of coal onto 558 ships headed for 19 destinations worldwide. We unloaded 5,982 trains during the year and maintained our market share.

Primary Strategic Enabler



highlights



48.8Mt coal loaded



558 ships loaded



5,982 trains unloaded



71.8Mtpa operating capability



5.2 days vessel turnaround time

Our Performance

Terminal throughput

Our terminal throughput is a measure of the total amount of coal we load onto vessels during the year. In FY25, our terminal throughput was 48.8Mt, less than half a percent compared to last year.

Vessel turnaround time

Vessel turnaround time (VTAT) is a metric of the total time of a vessel loading event, including any delays encountered. It is calculated as the time between vessel arrival to the port until completion of the loading event at NCIG. We achieved above target vessel loading rates this year with an average vessel turnaround time of 5.2 days. Throughout the reporting period, vessel turnaround performance at NCIG was shaped by a complex interplay of weather, coal availability, network reliability, and harbour access conditions. While average vessel size remained consistent, turnaround times fluctuated considerably, particularly in the second half of the year. Early-year performance was impacted by protestor activity, rail shutdowns, and harbour weather disruptions, resulting in elevated turnaround times in August and January. However, improvements in rail reliability and coal availability saw a stretch of strong performance between September and April, with VTAT dropping as low as 2.6 days in April. These periods highlighted the benefits of working collaboratively with our supply chains and favourable weather conditions, as well as efficient coordination between terminal and vessel operations.

The latter part of the year was marked by severe weather events leading to freshwater movement restrictions, and a sharp increase in vessel queuing and a peak VTAT of 13.3 days in June; the highest in recent years. Despite these challenges, vessel loading remained efficient. Minimal time at berth and effective stockyard coordination allowed for rapid vessel turnaround once harbour access resumed. NCIG’s consistent performance during periods of operational stability, combined with its ability to recover quickly during high-disruption events, are a result of strong plant reliability, proactive planning, and close collaboration with industry partners.

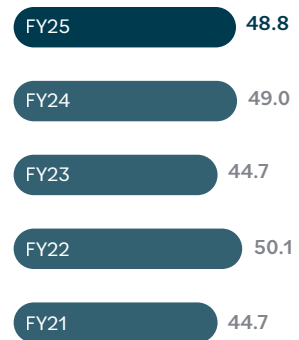
Operating capability

Throughout FY25, NCIG maintained strong overall performance in Operating Capability, achieving or exceeding monthly targets in most periods despite weather-related disruptions and planned maintenance outages.

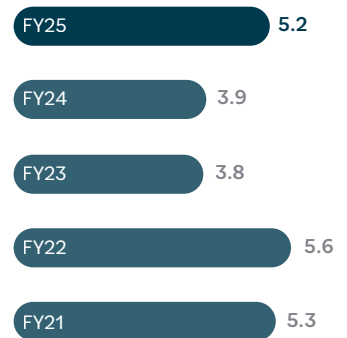
Key highlights include:

- Strong performance months: October, November, February, March, May, and June all saw actual capabilities meet or exceed targets, driven by high plant availability and effective operational planning.
- Challenging conditions: January was the most impacted month, with significant weather-related disruptions lowering capability and increasing berth occupancy times. July and September also saw slight shortfalls due to opportune maintenance and shiploader outages.
- Effective maintenance integration: Maintenance was well planned and coordinated with operational priorities, ensuring essential works were conducted without materially impacting throughput.
- Vessel loading rates: Remained consistently strong across the year, frequently exceeding targets, which helped offset capability impacts from weather and maintenance.
- Berth occupancy: Managed effectively with performance aligning to targets, apart from high weather impact months.

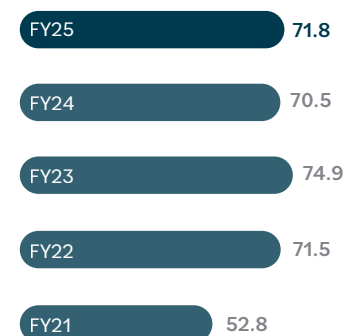
Overall, NCIG demonstrated resilience and adaptability, in order to achieve the annual Operating Capability target of 71.8Mt. This was achieved as a result of strong coordination across maintenance and operations.



Throughput | Mt



Vessel Turnaround Time | Days



Operating Capability | Mtpa

Inbound gross unload rate

NCIG demonstrated strong operational performance across inbound coal movements during the year, achieving an impressive annual average Gross Unload Rate (GULR) of 9,409 tph, exceeding the target of 9,200 tph. Monthly average unload rates ranged from 9,303 tph in June to a record high of 9,554 tph in August. GULR compliance to plan remained above 96% across all months, reflecting a stable and efficient unloading operation.

A total of 5,982 trains were unloaded, underpinned by ongoing improvements in coal handleability, infrastructure reliability, and rail haulage provider performance. Several months, including August and April, recorded best-in-class unloading rates driven by reduced coal hang-up delays, which reached historical lows during the year. Despite some challenges such as adverse weather, rolling stock faults, and isolated operational incidents, NCIG’s control systems and processes responded effectively to maintain strong inbound throughput and operational reliability. Our terminal consistently demonstrated the ability to adapt to process incidents and environmental constraints, ensuring strong unload performance.

Outbound gross load rate

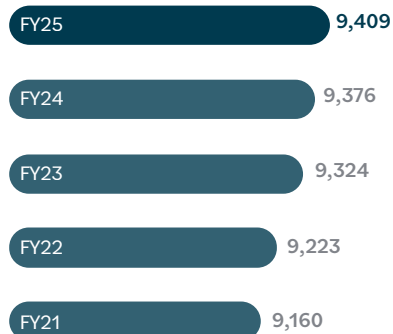
Outbound performance remained steady during FY25, with an average vessel load rate of 5,322 tph across 558 vessels, supported by strong yard planning and reclaim coordination. Weather disruptions, particularly lightning and heavy rain, prompted Storm Trigger Action Response Plan (TARP) protocols and shiploader operation restrictions, maintaining safety standards but causing over 160 hours of delays. Planned and unplanned equipment outages, machine conflicts, and a higher mix of Handymax vessels also affected load rates. Despite these challenges, vessel queues and turnaround times stayed within acceptable limits. In June, NCIG achieved a major milestone when it loaded 5.53Mt, the second-highest monthly outbound volume in terminal history, just 34kt shy of the 2013 record.

Logistics & planning

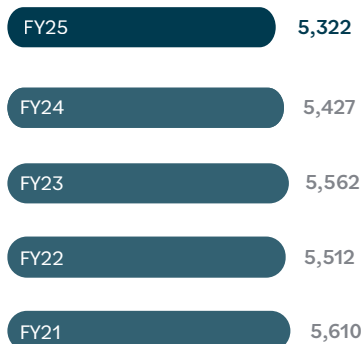
During the year, NCIG responded to customer feedback on Logistics Management System (LMS) development priorities, particularly insights gathered through the annual Customer Satisfaction Survey. Two key modules were released to enhance workflow efficiency and provide greater transparency. A new reporting module within the portal now enables customers to access key terminal use metrics, including rainfall, vessel turnaround times, and export destinations, supporting greater self-service access to data. In addition, the stockpile composition component was introduced, offering visual diagrams and tabular data that show where trains have stacked onto a customer’s stockpile. This feature supports more informed decision-making about cargo composition, improves certainty in blending outcomes, and enhances accuracy in reconciling coal quality of remaining stockpiles after reclaim. Together, these improvements have delivered meaningful efficiency gains for customers in managing their coal quality requirements.

In late FY24, NCIG formed a mooring lines working group. The primary function of this group is to execute a formal risk assessment with approved business actions and the delivery of a working around mooring lines procedure.

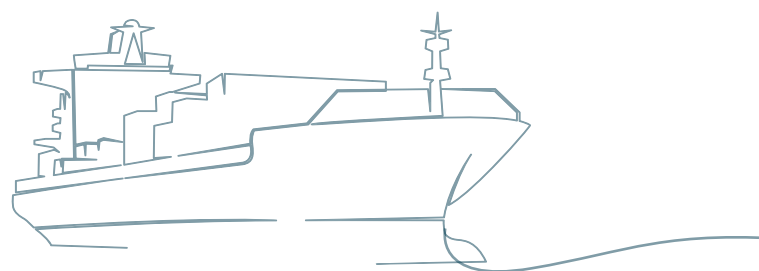
In FY26, we intend to deliver improved vessel symmetry and berth planning, and changes in NCIG vessel vetting regarding mooring line requirements.



Inbound Gross Unload Rate (GULR) | Tonnes Per Hour



Outbound Gross Load Rate (GLR) | Tonnes Per Hour



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 one material process incident in July 2024 when a stockpile spray component failed leading to a stockpile becoming water affected. NCIG and the impacted customer focused on recovery actions for the water affected cargo and a full investigation was undertaken, leading to significant changes to the water delivery system.

Asset management

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

Our Engineering and Maintenance teams look to the future to ensure that the terminal can continue to sustain the throughput demands of the business. By predicting the long-term modes of equipment deterioration, identifying obsolete parts, and monitoring for changes in standards or operating demands, they can accurately identify the necessary major maintenance activities required to maintain plant performance.

Maintenance projects

During FY25 several maintenance projects were planned and undertaken to ensure the reliability of our infrastructure.

Slew Portal Refurbishments

In November, the Slew Portal on Stacker Reclaimer 1 (SR01) was successfully refurbished ahead of schedule, in just 15.5 days. The \$1.5 million project addressed deteriorating protective coatings and corrosion around the slew gear and bearing, and the project was completed during a planned outage. Building on the successful SR01 project, planning for the refurbishment of the Slew Portal on Stacker Reclaimer 2 (SR02) progressed and is scheduled for November 2025.

Machine VSD Replacement

The Variable Speed Drive (VSD) Upgrade Project was initiated in 2018 to address the growing operational risk posed by aging VSDs across NCIG's yard machines. The original drives, approaching end-of-life, were exhibiting deteriorating reliability and with manufacturer support being phased out, spare parts were becoming difficult to obtain.

The project aimed to ensure long-term reliability of the site's low-voltage VSD systems by replacing the existing drives with modern, supportable equipment. The new drives enabled elimination of braking resistors, accommodation of future motor technologies, compliance with contemporary safety standards, improved energy efficiency, standardisation of spares, and enhanced performance in high wind.

The sixth and final stage of this project focused on Stacker Reclaimer 4 (SR04), which was executed safely and efficiently during February 2025.

Berm 1 rail re-tamping

In May 2025, the retamping and releveling of the stacker reclaimer rails on Berm 1 (SR01/CV08) was successfully completed as part of a planned five-day outage. This preventative maintenance, last performed five years ago, addressed significant rail settlement of up to 180mm, mitigating the risk of equipment malfunction, rail and wheel wear, and conveyor damage. Extensive pre-works and timely delivery of parts in April helped ensure the outage was completed on time, within budget, and to the required quality. Post-outage road and kerb restoration works were also finalised, concluding the project effectively.

Stacker Reclaimer 4 VVVF drives replacement

The Stacker Reclaimer 4 (SR04) VVVF drives replacement project marked the final and most significant milestone in a six-year, \$9 million program to replace obsolete Variable Voltage Variable Frequency (VVVF) drives across NCIG's six major infrastructure assets, namely four stacker reclaimers and two shiploaders. The VVVF's are advanced drive systems that regulate motor speeds to control machine functions such as luffing and slewing. The original systems were more than a decade old and were no longer supported by the manufacturer, which prompted the need for proactive investment in a staged upgrade.

Drive components manufactured in Europe arrived onsite in November 2024, and installation pre-works began in December and continued through January. This culminated in a 12-day outage executed in February 2025. The final phase of the project was successfully delivered on schedule and within budget. In addition to the VVVF drive replacement, new air conditioning units were also installed to support the upgraded control infrastructure.

This program has significantly improved machine reliability and performance. It has also delivered operational benefits, minimised risks associated with sourcing unavailable replacement parts, and has enhanced energy efficiency savings. With the completion of this long-term project, NCIG is now well-positioned for the next 20 years of reliable infrastructure operation.



Major maintenance works

Throughout FY25, NCIG maintained a steady major maintenance program, combining routine weekly outages with targeted shutdowns and asset refurbishments.

The Wharf Major Maintenance program made strong progress in FY25, beginning with the successful refurbishment of wharf pile headstocks in March. These critical structural components, which support both the wharf and mooring fenders, underwent steel corrosion repairs and paint system restoration. The work was completed safely and within budget.

Further, two five-day outages in May facilitated the replacement of two fenders and the protective wrapping of six wharf piles. The use of a barge-mounted crane proved to be a safer, more efficient, and cost-effective method compared to land-based alternatives, setting a precedent for future works.

Other key works included multiple three-day Australian Rail Track Corporation (ARTC) shutdowns and major asset interventions such as elevator, boom, and conveyor belt replacements across all stacker reclaimers, as well as critical component upgrades on conveyor belts, magnets, and hydraulic systems. Overall, major maintenance was delivered effectively, contributing to reliable terminal operations while addressing ageing infrastructure and asset condition risks.

Continuous improvement

NCIG has an ongoing program of continuous improvement with all teams encouraged to innovate and make changes that enhance the efficiency of our business and implement controls that reduce the risks associated with our operations. In FY25 our improvement projects included:

- Logistics Management System (LMS) improvement projects to better help manage the movement of coal around our operations
- The development of TESS, a smartphone app that brings together key HSEC functions in one simple, mobile platform
- An energy savings project, minimising the time conveyors are running while they are empty and slowing conveyors down while machines are relocating
- Final installation of the Variable Speed Drive (VSD) replacement project which has upgraded both Shiploaders and four Stacker Reclaimers with modern technology to improve the efficiency of machine motions
- Cyber Security Management Plan to enhance NCIG's cyber maturity and operational resilience

Bridge Remediation on Shiploader 1

The first section of the Shiploader 1 (SL01) Bridge Remediation project, a critical life extension initiative, was successfully delivered during January and February 2025. The project supports the long-term integrity of the asset and is an element of a five-part series of remediation projects to be delivered over the next five years.

Costing \$3 million, the project involved extensive repairs to over 100 identified corrosion defects, and fatigue strengthening of key structural components. The entire bridge structure was fully enclosed using scaffolding and shrink wrap encapsulation to ensure safe and effective repair conditions. This allowed comprehensive blast and paint treatments, including a three-coat paint system and new topcoats to be applied to all undamaged steelwork.

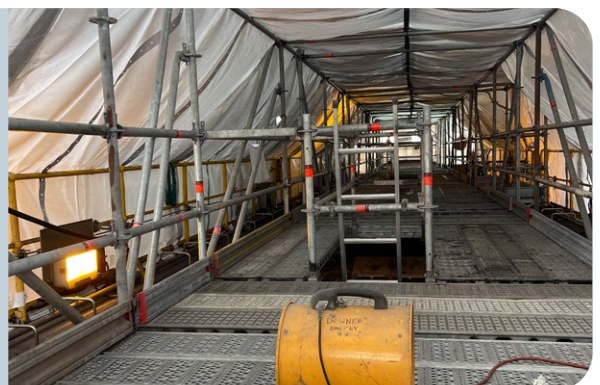
Works were performed during a planned shutdown intended to minimise operational impact during the lowest throughput period of the operating year. However, the project faced unexpected challenges due to significant adverse weather, including 2.5 days of lightning-related stoppages. By late February, all remediation works, including welding, blast and paint, and reassembly, were completed to a high standard. The project success highlights the resilience and coordination of our workforce amid high winds, lightning delays, and extreme temperatures. Planning for remediation of other sections of the bridge is scheduled for January 2026.



Dump Station magnet replacement

As part of a planned maintenance project, a critical 30-tonne, oil-filled magnet was safely removed and replaced at the Dump Station to maintain coal quality and protect downstream equipment.

The magnet, positioned over the feeder belt, extracts metallic contaminants such as rock bolts and machinery fragments from raw coal, ensuring a purer product and reducing equipment damage. Thanks to proactive condition monitoring, the team avoided unplanned downtime and executed the complex lift using specialised equipment. The magnet will be refurbished for stock.



Technology & IT

We operate a technically advanced business, supported by state-of-the-art electrical, business, and control systems. Our ongoing investment in technology drives continuous improvements in the efficiency and effectiveness of the services we deliver to our customers. From the outset, we have critically assessed off-the-shelf software solutions against the capabilities of our own skilled workforce to develop tailored in-house systems. Throughout FY25, NCIG made significant progress in strengthening its technology capabilities, with a strong focus on cyber security and operational efficiency.

Cyber security & data protection

Cyber security was a key priority during the year. In response to the increasing global threats of data theft and cyber activity, NCIG takes a proactive and mature approach to cyber security management. We align with the Australian Cyber Security Centre's Essential Eight (E8) framework strategy and implement the latest detection and control technologies to minimise risk. Our multi-layered security measures are designed to protect against and detect potential threats, supported by rigorous software patching and vulnerability monitoring.

Recognising the importance of workforce capability, NCIG delivers ongoing cyber security training and conducts random phishing tests. We also ensure that only essential personal data is stored and securely consolidated within protected systems. To further strengthen our cyber security posture, a dedicated cyber security role has been introduced for the next reporting period.



Cyber Security Management Plan

A comprehensive three-year Cyber Security Management Plan was finalised in February 2025 and aims to strengthen our resilience against evolving cyber threats. It builds on previous audits and assessments using the NIST framework and Essential Eight (E8) strategies to address vulnerabilities in IT and OT environments.

The action plan that outlines targeted improvements over the next three years was developed and endorsed by the Executive Leadership Team. It includes upgrading operating systems, enhancing incident response plans, improving patching processes, and conducting cyber awareness training. The roadmap prioritises addressing gaps in cyber security processes, leveraging external expertise, and optimising internal resources. The plan emphasises maintaining in-house cyber security knowledge while collaborating with industry experts to ensure the confidentiality, integrity, and availability of NCIG's systems and data.

Initiatives completed during the year include automated patching in the OT environment, rollout of Windows 11, endpoint protection upgrades, stricter macro controls, and user hardening measures. Additionally, NCIG completed the second phase of the Corporate Network Switch Upgrade project and conducted internal penetration testing to assess infrastructure resilience. These initiatives, along with the development of a detailed Incident Response Plan and regular phishing training, continue to enhance NCIG's cyber maturity and operational resilience.

Finance & Maintenance System Replacement

The Finance and Maintenance System Replacement (FMSR) project was successfully implemented and stabilised during FY25. Following the go-live of Microsoft Business Central (BC) and Maintenance Central (MC) systems, both platforms were fully operational by July, with key month-end processes completed and integrations functioning effectively. Throughout the July–September period, the project team provided support via Help Hubs and training, while finalising outstanding tasks and refining reporting tools. The project entered a stabilisation phase in August and formally closed in September, with the legacy Pulse system transitioned to read-only. The new systems are now embedded across the business, and the FMSR Project Manager continued to provide coaching and support to maximise system value and business process improvements for the remainder of FY25.

LMS improvement projects

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

- SMS notification capability for vessel estimated time of arrival for our customers
- Centralised communication notifications for customers and key stakeholders
- Outage change notifications for customers

Other LMS-related projects also improved:

- Accuracy of coal age residency calculation to help manage stockpiles
- Equipment maintenance summary for budget planning
- Vessel substitution transfers for our customers
- Stockpile composition modelling and contour history
- Stockpile capacity assessment
- Forward view of stockyard planning
- Reporting for our customers



2025 ESG Data

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

OPERATIONAL PERFORMANCE	FY25	FY24	FY23	FY22	FY21
Throughput (Mt)	48.8	49.0	44.7	50.1	44.7
Inbound Gross Unload Rate (tph)	9,409	9,376	9,324	9,223	9,160
Outbound Gross Load Rate (tph)	5,322	5,427	5,562	5,512	5,610
Operating Capability (Mtpa)	71.8	70.5	74.9	71.5	52.8
Number of trains unloaded (train count)	5,982	5,979	5,516	6,089	5,586
Number of ships loaded (vessel count)	558	545	497	545	477
Vessel Turnaround Time (days)	5.2	3.9	3.8	5.6	5.3
Material Process Incidents	1	0	1	0	2
Export destinations	19	22	22	20	

PEOPLE & CULTURE	FY25		FY24		FY23		FY22		FY21	
PEOPLE	M	F	M	F	M	F	M	F	M	F
Employees - full time	82	21	84	20	83	17	81	13	77	15
Employees - part time	6	3	6	3	7	4	4	5	6	6
Fixed term - full time	1	2	1	0	1	0	1	1	1	1
Fixed term - part time	0	1	0	1	0	1	0	1	0	1
Casual	1	0	0	0	0	0	0	0	0	0
Total number of employees	117		116		113		106		107	
BY AGE										
<30	7	9	5	10	5	8	4	7	1	9
30-50	52	15	56	11	54	10	53	11	62	13
>50	31	3	31	3	32	4	29	2	21	1
LEADERSHIP										
Executive Leadership Team	6	2	6	2	6	2	6	2	5	2
% Leaders that identify as female	25%		25%		25%		25%		28.6%	
RECRUITMENT & RETENTION										
New hires	3	3	3	4	8	8	9	2	2	6
% New hires that identify as female	50%		57%		50%		18%		75%	
Voluntary employee turnover (%)	4.3%		3.4%		8%		7.5%		5.6%	

PEOPLE & CULTURE CONT...	FY25		FY24		FY23		FY22		FY21	
	M	F	M	F	M	F	M	F	M	F
GRADUATES & APPRENTICES										
Number of new apprentices placed	0	1	1	0	1	0	1	1	0	0
Total number of apprentices hosted	3	2	3	3	2	3	1	3	2	2
Number of graduates hosted	1	0	1	0	1	0	0	0	0	0
SAFETY										
Fatalities	0		0		0		0		0	
Lost Time Injuries	0		0		0		0		0	
Restricted Workday Injuries*	3		1		1		3		-	
Medical Treatment Injuries	0		0		1		0		0	
First Aid Injuries	11		10		4		8		10	
Occupational Illness**	0		0		0		0		2**	
Lost Time Injury Frequency Rate (LTIFR)	0		0		0		0		0	
Total Recordable Injury Frequency Rate (TRIFR)***	7.72		2.66		5.59		8.01		0	
Hours worked (Employees + Contractors)	388,365		375,842		357,526		374,370		466,916	
Rolling days without lost time injury	2,165		1,800		1,434		1,068		703	
<p>* Prior to FY22, Restricted Workday Injuries were classified as Lost Time Injuries ** Prior to FY21 Occupational Health Illness was monitored and reported within other injury types</p> <p>*** TRIFR is defined as the total number of recorded injuries requiring medical treatment per million hours worked onsite. Tracked for NCIG personnel and operations-based contractors in Sustain. Prior to FY22, we reported TRIFR as Lost Time Injury Frequency Rate</p>										
HEALTH & WELLBEING										
Unplanned absenteeism (% of total hours)	3.3%		3.9%		3.6%		4.2%		2.7%	
Employees receive mental health training (%)*	0%*		86%		85%		84%		-	
Number of health-related activities undertaken per year	4		-		-		-		-	
* Metric no longer relevant for FY25 due to a change in the three-year targets related to health initiatives undertaken per year										
DIVERSITY & INCLUSION										
Number of female employees	27		24		22		20		23	
% Women in total workforce	23%		21%		19%		19%		21%	
TRAINING & DEVELOPMENT										
Total average hours of training per employee	35		29		33		34		55	
% Employees receive training and development above role requirements	93%		57%		57%		58%		-	
EMPLOYEE ENGAGEMENT										
Percentage of employees covered (%)	100%		100%		100%		100%		-	
Survey response rate (%)	87%		91%		92%		86%		95%	

OUR PLANT & ENVIRONMENT	FY25	FY24	FY23	FY22	FY21
EMISSIONS					
Greenhouse gases (tCO₂e)					
Total Scope 1 + Scope 2	47,845	34,946*	45,317	54,156	51,614
Scope 1	383	379	324	366	514
Scope 2	47,462	34,567**	44,993**	53,790**	51,100**
Emissions intensity (tCO ₂ e/Mt throughput)	979	713**	1013.8**	1,081.2**	1,154.4**
* Includes calculated reduction in emissions associated with LGCs.					
** Includes calculated reduction in emissions associated with certified green energy procurement.					
Air quality (kg)					
Particulate matter 10 um	58,437	53,603	62,564*	57,351	56,075
Particulate matter 2.5 um	400	420	344	409	576
ENERGY					
Total energy consumption (GJ)	264,995	270,249	252,016	278,436	260,456
Transport fuels (GJ)	3,288	3,269	2,849	3,112	3,614
Stationary fuels (GJ)	2,826	2,844	2,633	2,974	4,501
Electricity (GJ)	258,881	264,000	246,532	272,350	252,341
% purchased certified green energy*	0%	30%	10%	10%	10%
% renewables in NSW electricity grid**	34%	32%	27%	21%	19%
* Emissions increased in FY25 as we focused efforts on executing the long-term PPA, reducing short-term green energy procurement. This aligns with our Net Zero Transition Plan and represents a more sustainable pathway to our target.					
** Derived from DCCEEW National Greenhouse Account Factors for indirect NSW location-based Scope 2 emission factors from the consumption of purchased electricity.					
WATER					
Annual rainfall at NCIG (mm)*	1,565	1,052	1,049	1,285	1,480
Potable water consumption (ML)	30	91	99	134	155
Captured water consumption (ML)	507	298	525	570	564
Recycled water consumption (ML)	104	212	40.4	0	0
Captured water as proportion of total consumption (%)	79%	50%	81%	81%	78%
Water usage intensity (ML/MT throughput)	13	12	15	14	16
Reduction in potable water use (%)**	93%	80%	78%	71%***	
* Annual rainfall figures represent measurement of rainfall captured at NCIG. ** Reduction in potable water use per year compared to FY15-20 baseline.					
*** Reduction in potable water primarily due to high rainfall during FY22 and is compared to FY15-20 baseline.					
BIODIVERSITY					
Hectares managed (Ha)	102	102	102	102	102
Successful Green and Golden Bell Frog breeding events	0	0	0	0	1
Number of Shorebird species recorded in Compensatory Habitat	13	9	14	10	11
Funding committed towards biodiversity conservation initiatives (\$)	\$239,000	\$264,000	\$242,000	\$231,000	\$193,000

OUR PLANT & ENVIRONMENT CONT...	FY25	FY24	FY23	FY22	FY21
WASTE					
Total waste generated (tonnes)	728	401	284	398	652
Recycling (tonnes)	640	298	192	297	517
Landfill (tonnes)	88	103	93	101	135
Total waste recycled (% , tonnes)	88%	74%	67.6%	75%	79%
Waste generation capacity (t/MT throughput, tonnes)	14.9	8.2	6.4	7.9	14.6
Soft plastic waste collected (kg)	142	137	728	672	537
Cumulative soft plastic waste collected since 2018 (kg)	3,872	3,730	3,593	2,865	2,195
REGULATORY COMPLIANCE					
Material reportable environmental incidents	0	0	0	0	1
Registered environmental complaints	0	0	0	0	0
Environmental fines or penalties	0	0	0	0	0

OUR COMMUNITY & STAKEHOLDERS	FY25	FY24	FY23	FY22	FY21
SUPPORT					
Total community investment (\$)	\$400,000	\$392,000	\$344,000	\$303,000	\$292,000
Number of community groups supported	68	63	59	47	45
Number of STEM related initiatives supported	6	6	4	4	1
Percentage of employees actively participating in community events (%)	64%	60%	70%	32%	-
ENGAGEMENT					
Number of registered complaints	0	0	0	0	0
PROCUREMENT					
Total local spend (\$ millions)*	41.7	34.6	28.2	26.5	40.5
Proportion of total expenditure spent locally (%)*	85%	75%	73%	76%	-

* The above excludes major utilities (water and electricity), taxes, licences, fees, interest, and other governmental charges. For FY23 & FY22 we have not included lease expenditure as part of a review on definitions for local expenditure.

GRI Content Index

Statement of Use: Newcastle Coal Infrastructure Group Pty Ltd has reported the information cited in this GRI Content Index for period 1 July 2024 to 30 June 2025 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standard: GRI 12: Coal Sector 2022

Disclosure	Location	Coal Sector Standard
GRI 2: General Disclosures 2021		
2-1 Organisational details	Our Business.	
2-2 Entities included in the Organisation's sustainability reporting	Our Business.	
2-3 Reporting period, frequency and contact point	Inside front cover.	
2-4 Restatements of information	None.	
2-5 External assurance	This report has not been externally assured. However our emissions data is also reported to NCERS and undergoes limited third-party assurance.	
2-6 Activities, value chain and other business relationships	Our Business, Our Community & Stakeholders.	
2-7 Employees	Our People & Culture, ESG Data.	
2-8 Workers who are not employees	Our People & Culture, ESG Data, Contractor data is included in our performance data for Safety.	
2-9 Governance structure and composition	Governance, Risk Management.	
2-10 Nomination and selection of the highest governance body	MA Governance & Risk Management	
2-11 Chair of the highest governance body	Governance, Risk Management.	
2-12 Role of the highest governance body in overseeing the management of impacts	Governance, Risk Management.	
2-13 Delegation of responsibility for managing impacts	Governance, Risk Management.	
2-14 Role of the highest governance body in sustainability reporting	Governance, Risk Management, MA Governance & Risk Management	
2-15 Conflicts of interest	MA Governance & Risk Management Our Directors each represent shareholders that are also customers.	
2-16 Communication of critical concerns	Governance, Risk Management, MA Governance & Risk Management	
2-17 Collective knowledge of the highest governance body	Our Board and the Board's Audit & Risk Committee oversees sustainability developments. The Board meets four times per year, and agendas include items for legislative and best practice developments.	
2-18 Evaluation of the performance of the highest governance body	The Board self-evaluates its performance, and based on the results, it identifies and implements follow-up actions. The Board and its committees have the ability to seek input from external experts as required.	
2-20 Process to determine remuneration	Targets related to sustainability performance are aligned with NCIG's Annual Business Plan and are included in annual performance appraisals of all employees and management. Each year our people are assigned plant KPIs (business-wide and common to all staff) and personalised performance KPIs relevant to their position description and area of influence. In some cases these additional KPIs are related to additional and material sustainability/ESG related risks and opportunities.	
2-21 Annual total compensation ratio	As a private entity, NCIG does not publicly disclose information related to compensation nor the median annual total compensation of our people.	
2-22 Statement on sustainable development strategy	Chair & CEO Message, Optimising Sustainable Operations, Sustainability Policy	
2-23 Policy commitments	Sustainability Policy, Policies	
2-24 Embedding policy commitments	Governance, Risk Management MA Governance & Risk Management Topic specific Management Approaches	
2-25 Processes to remediate negative impacts	Whistleblower Policy, Policies , Community enquiries Topic specific Management Approaches	
2-26 Mechanisms for seeking advice and raising concerns	Whistleblower Policy , Community enquiries.	
2-27 Compliance with laws and regulations	Governance, Risk Management.	

Disclosure	Location	Coal Sector Standard
2-28 Membership associations	NCIG is a member or associate member of Business Hunter, Coal Export Terminal Operators Association, Committee for the Hunter, Hunter Valley Coal Chain Coordinator, NSW Minerals Council.	
2-29 Approach to stakeholder engagement	Our Community & Stakeholders, MA Engagement	
2-30 Collective bargaining agreements	Our People & Culture, Enterprise Agreement (CET 3 Operations Workplace Agreement 2022)	
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	We work with independent consultants and several key stakeholders who provided input into our material topic determination process. Thresholds for reporting and target setting were made and relevant topics are included in our business strategy.	
3-2 List of material topics	ESG focus areas	
3-3 Management of material topics	ESG focus areas Management Approaches, Policies	12.1.1, 12.2.1, 12.3.1, 12.4.1, 12.5.1, 12.6.1, 12.7.1, 12.8.1, 12.9.1, 12.12.1, 12.13.1, 12.14.1, 12.15.1, 12.17.1, 12.18.1, 12.19.1, 12.20.1, 12.21.1, 12.22.1
12.1 GHG Emissions 2022		
302-1 Energy consumption within the Organisation	Our Plant & Environment, ESG Data.	12.1.2
302-3 Energy intensity	Our Plant & Environment, ESG Data.	12.1.4
302-4 Reduction of energy consumption	Our Plant & Environment, ESG Data.	
302-5 Reductions in energy requirements of products and services	Our Plant & Environment, ESG Data.	
305-1 Direct (Scope 1) GHG emissions	Our Plant & Environment, ESG Data.	12.1.5
305-2 Energy indirect (Scope 2) GHG emissions	Our Plant & Environment, ESG Data.	12.1.6
305-3 Other indirect (Scope 3) GHG emissions	Our Plant & Environment, ESG Data.	12.1.7
305-4 GHG emissions intensity	Our Plant & Environment, ESG Data.	12.1.8
12.2 Climate Adaptation, Resilience & Transition 2022		
201-2 Financial implications and other risks and opportunities due to climate change	Climate Adaptation & Resilience	12.2.2
305-5 Reduction of GHG emissions	Our Plant & Environment, ESG Data.	12.2.3
Additional sector disclosure	Climate Adaptation & Resilience. NCIG is a member of Business Hunter and may, from time to time, provide opinion on submissions pertaining to industry matters.	12.2.4
12.3 Closure and Rehabilitation		
402-1 Minimum notice periods regarding operational changes	Outlined in Enterprise Agreement.	12.3.2
404-2 Programs for upgrading employee skills and transition assistance programs	Our People & Culture.	12.3.3
12.4 Air Emissions 2022		
305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	ESG Data.	12.4.2
12.5 Biodiversity 2022		
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our Plant & Environment, ESG Data.	12.5.2
304-2 Significant impacts of activities, products and services on biodiversity	Our Plant & Environment, ESG Data.	12.5.3
304-3 Habitats protected or restored	Our Plant & Environment, ESG Data.	12.5.4
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Our Plant & Environment, ESG Data.	12.5.5
12.6 Waste 2022		
306-1 Waste generation and significant waste-related impacts	Our Plant & Environment, ESG Data.	12.6.2
306-2 Management of significant waste-related impacts	Our Plant & Environment, ESG Data, MA Waste	12.6.3
306-3 Waste generated	Our Plant & Environment, ESG Data.	12.6.4

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

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

Topics in the applicable GRI Sector Standards determined as not material

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

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

SASB Indices

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

SASB Air Freight and Logistics Standard, Version 2023-12

TABLE 1: SUSTAINABILITY DISCLOSURE TOPICS & METRICS

Code	Metric	Response
GREENHOUSE GAS EMISSIONS		
TR-AF-110a.1	Gross global Scope 1 emissions.	Our People & Environment (Emissions) 382tCO ₂ , which comprises less than 1% of our total emissions. NCIG's primary emissions calculation methodology aligns with relevant Australian legislative requirements under the NGERs Act. The majority of NCIG's Scope 1 emissions relate to the combustion of fuel from vehicles. We do not currently collect separate data related to direct CH ₄ emissions.
TR-AF-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	Our People & Environment (Emissions, Net Zero Transition Plan), Operational Net Zero
AIR QUALITY		
TR-AF-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀).	(1) 4,729 kg. NCIG reports total oxides of nitrogen data in alignment with the regulated requirements of the National Pollutant Inventory (NPI), which includes N ₂ O. (2) 2.88 kg. (3) 58,437 kg.
LABOUR PRACTICES		
TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labour law violations.	There were no legal proceedings related to labour law violations and therefore no resulting monetary losses.
WORKFORCE HEALTH & SAFETY		
TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees.	Our People & Culture (Safety), ESG Data NCIG measures Total Recordable Injury Frequency Rate (TRIFR) and has targets against this metric. In FY24 our TRIFR was 7.72, which was above our target of 5.0. There were zero fatalities.
ACCIDENT & SAFETY MANAGEMENT		
TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System.	Our People & Culture (Safety), MA Safety

The disclosures below have been omitted as they are not considered to be relevant to NCIG's business activities.

SASB Air Freight and Logistics Standard, Version 2023-12

TR-AF-310a.1, TR-AF-310a.1, TR-AF-430a.2, TR-AF-110a.2, TR-AF-540a.2, TR-AF-540a.3, TR-AF-000.A, TR-AF-000.B, TR-AF-000.C

SASB Coal Operations Standard, Version 2023-12

EM-CO-150a.3, EM-CO-150a.4, EM-CO-160a.2, EM-CO-160a.3, EM-CO-210a.1, EM-CO-420a.1, EM-CO-420a.2, EM-CO-420a.3, EM-CO-540a.1, EM-CO-540a.2, EM-CO-540a.3, EM-CO-000.A, EM-CO-000.B

SASB Coal Operations Standard, Version 2023-12

TABLE 1: SUSTAINABILITY DISCLOSURE TOPICS & METRICS

Code	Metric	Response
GREENHOUSE GAS EMISSIONS		
EM-CO-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations.	Our Plant & Environment (Emissions). 382tCO ₂ , which comprises less than 1% of our total emissions. NCIG's primary emissions calculation methodology aligns with relevant Australian legislative requirements under the NGERs Act. The majority of NCIG's Scope 1 emissions relate to the combustion of fuel from vehicles. We do not currently collect separate data related to direct CH ₄ emissions.
EM-CO-110a.2NC	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	Our People & Environment (Emissions, Net Zero Transition Plan), Operational Net Zero
WATER MANAGEMENT		
EM-CO-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress.	Our Plant & Environment (Water) Total water withdrawn = 7ML Total water consumed = 618ML
EM-CO-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations.	Our Plant & Environment (Water).
WASTE MANAGEMENT		
EM-CO-150a.2	Total weight of non-mineral waste generated.	NCIG captures data for 19 different waste streams. In total 728 tonnes of waste was generated in FY24.
EM-CO-150a.5	Total weight of hazardous waste generated.	One tonne of hazardous waste was generated in FY24.
EM-CO-150a.6	Total weight of hazardous waste recycled.	12 tonnes of hazardous waste was recycled in FY24.
EM-CO-150a.7	Number of significant incidents associated with hazardous waste management.	During FY24 there were no material environmental incidents or non-compliances related to hazardous waste management.
EM-CO-150a.8	Description of waste management policies and procedures for active and inactive operations.	Our Plant & Environment (Waste), MA Waste
BIODIVERSITY IMPACTS		
EM-CO-160a.1	Description of environmental management policies and practices for active sites.	Our Plant & Environment (Biodiversity), MA Biodiversity
RIGHTS OF INDIGENOUS PEOPLES		
EM-CO-210a.2	Discussion of engagement processes and due diligence practices with respect to the management of indigenous rights.	Our Community & Stakeholders (Engagement), MA Engagement
COMMUNITY RELATIONS		
EM-CO-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests.	Risk Management, Our Community & Stakeholders (Community Support).
EM-CO-210b.2	Number and duration of non-technical delays (days).	Risk Management
LABOUR RELATIONS		
EM-CO-310a.1	Percentage of active workforce employed under collective agreements.	NCIG supports the right to freedom of association, and 46 (39.7%) of our technicians are covered by the Coal Export Terminal (CET) Operations Workplace Agreement, which is endorsed by two industry unions.
EM-CO-310a.2	(1) Number and (2) duration of strikes and lockouts (days).	There were no strikes or lockout days in FY24.
WORKFORCE HEALTH & SAFETY		
EM-CO-320a.1	(1) All-incidence rate, (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees.	Our People & Culture (Safety), ESG Data. There were no fatalities in FY24. NCIG does not formally track an all-incident rate as our targets are established for Total Recordable Injury Frequency Rates.
EM-CO-320a.2	Discussion of management of accident and safety risks and long-term health and safety risks.	Our People & Culture (Safety), MA Safety , MA Health & Wellbeing



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