



Supply Chain Management at Northern Star FY25

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Supply Chain Management



Our Approach

Northern Star’s operations are supported by a centralised Group procurement team that coordinates a global supply chain. As at 30 June 2025, Northern Star had 3,207 Tier 1 suppliers who had been active in the previous 12 months.

Northern Star aims to partner with responsible suppliers who contribute to our goals of sustainable operations and respect for human rights in global supply chains. We prioritise the use of local suppliers, while ensuring our supply chain risks are mitigated through strong regional relationships.



In FY25, over \$929.6M representing 18% of total Group procurement spend was to suppliers located locally to our Kalgoorlie and Yandal Production Centres, and Pilbara Operations in Western Australia, and our Pogo Production Centre in Alaska, United States. Refer to Figure 5 for details of spend expressed as a percentage of total Group spend.

¹ All references to suppliers in this disclosure are references to Tier 1 suppliers, unless otherwise stated. Please note that total numbers in charts and tables within the ESR Disclosure Suite may differ due to rounding.

Supply Chain Management Governance

Northern Star’s Board has oversight of supply chain risks and opportunities within Northern Star, assisted by the Environmental, Social & Safety (ESS) Committee’s oversight of operational risks and the Audit & Risk Committee’s oversight of the Company wide strategic risk register.

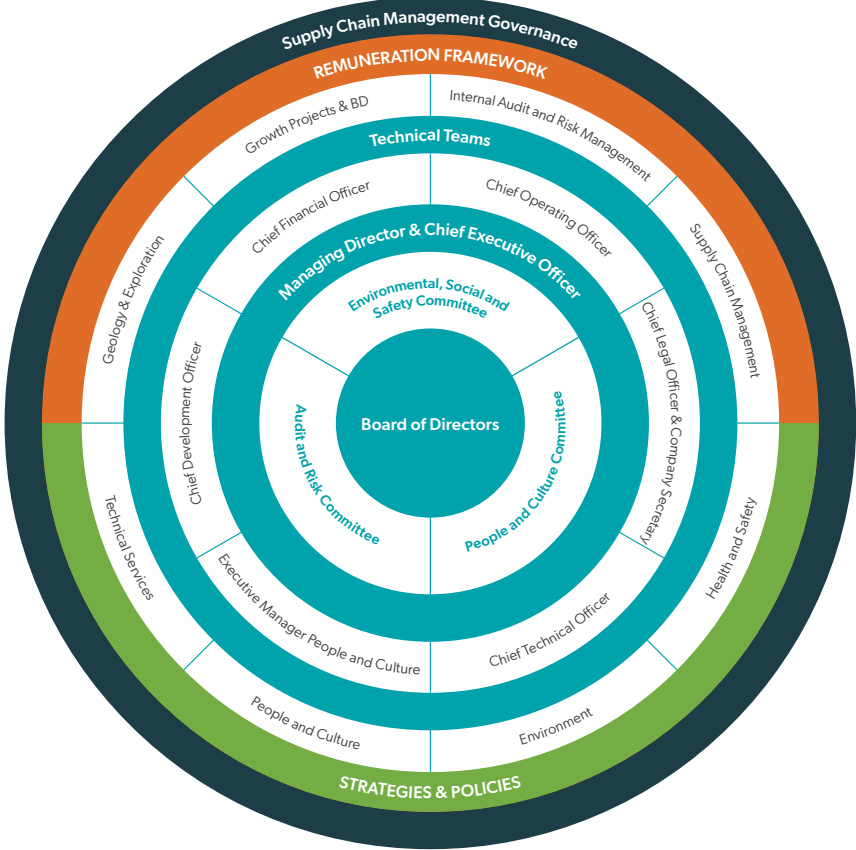
The Company’s supply chain management governance structure is shown in Figure 1. Supply chain related matters are considered quarterly by the Board through its ESS Committee meetings.

- The function of the Committee is to assist the Board in implementing the Company’s, environmental, social and safety strategies and ensuring responsible and sustainable business practices. In particular, the Committee will assist the Board in its oversight, monitoring and review of the Company’s practices in the following key areas:
- human rights, including modern slavery risks;
 - sound business ethics and fair and ethical dealings with stakeholders; and
 - long term environmental, social and safety strategic goals.

In addition, the Committee will refer any material environmental, social and safety related risk exposures or potential risks identified to the Audit & Risk Committee, for review and perform such other functions as assigned by the Board.

Development and delivery of Northern Star’s supply chain function is overseen by the Chief Financial Officer (reporting to the Managing Director and to the Board), supported by the procurement teams in the corporate office and on our sites.

Figure 1 Supply Chain Management Governance



Restatements of Information

- FY24 and FY23 data for supplier spend, local supplier spend and direct Indigenous spend has been restated. This also includes supply chain and procurement data restated to include our Pilbara Operations following acquisition on 5 May 2025. Data is restated as follows:
- Kalgoorlie Production Centre increases from \$642.6M to \$653.8M in FY24, and from \$477.4M up to \$492.7M in FY23.
 - Pilbara Operations is included at \$3.5M in FY24 and \$1.1M in FY23.
 - Yandal Production Centre increases from \$6.48M to \$6.52M in FY24.
 - Other Western Australia increases from \$2.25B to \$2.28B in FY24, and from \$1.71B up to \$1.72B in FY23.
 - Other Australia increases from \$378.7M to \$389.4M in FY24, and from \$397.6M up to \$408.9M in FY23.
 - Minor changes are also noted for Global and Other USA in FY24 and FY23.
 - Total local procurement increases from \$828.1M to \$842.8M in FY24, and from \$655.9M up to \$672.3M in FY23.
 - Total Group procurement spend increases from \$3.93B to \$3.98B in FY24, and from \$3.01B up to \$3.05B in FY23.

Direct Indigenous spend for Northern Star has been restated for FY24 from \$9.54M up to \$11.81M due to a correction in invoicing and inclusion of Pilbara Operations data.

Number of SAQs issued has been restated in the FY25 Modern Slavery Statement, due to database cleansing undertaken in FY25. Data has been corrected and is reflected in the Supply Chain Performance Metrics and in the FY25 Modern Slavery Statement.

Supply Chain

Northern Star’s Operations are supported by a centralised contracts and procurement function that coordinates a global supply chain of 3,207 Tier 1 suppliers to ensure supply continuity.

We engage a network of Tier 1 suppliers both nationally and internationally to procure goods and services that are essential for our production activities. Where feasible, we procure materials from local suppliers within the regions we operate in, thereby maximising the local economic impact as well as reducing our global carbon footprint through shipping reductions.

For more advanced, or specialised equipment and materials, the Company will seek these resources globally.

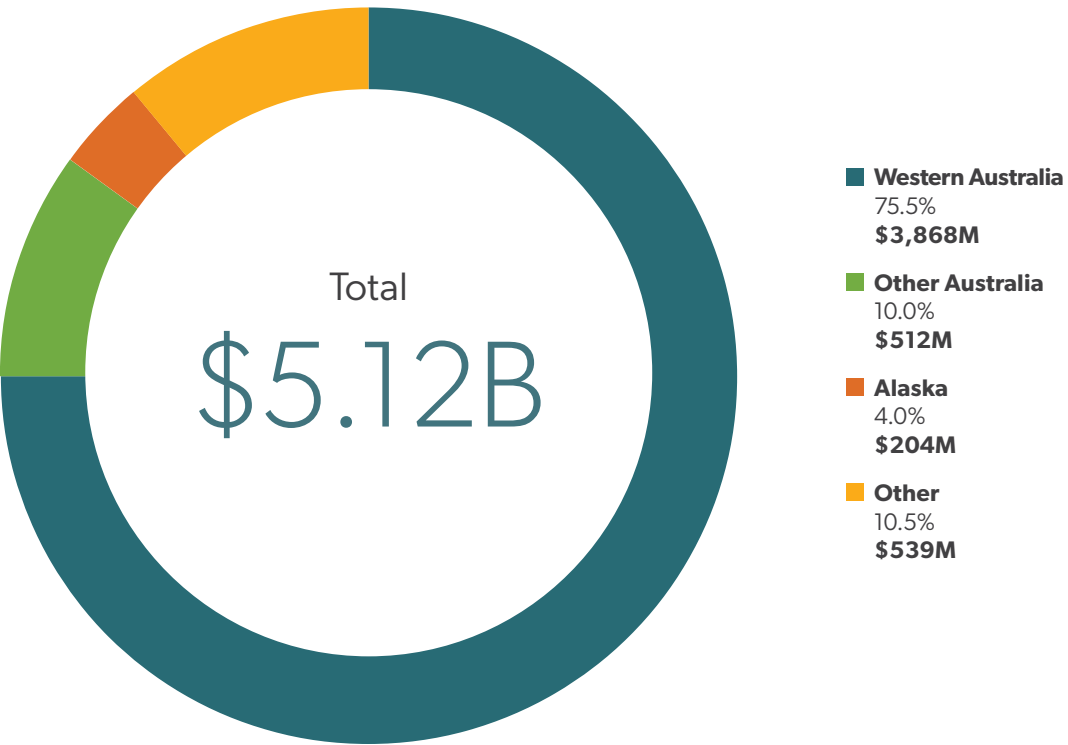
In FY25, Northern Star spent \$5.12B on goods and services globally.

This expenditure included \$3.87B in Western Australia representing 75.5% of Group expenditure, which was up from \$2.94B in FY24².

As part of our global supply chain, we also consider supply chain resilience factors. This means that we consider, evaluate and monitor issues such as:

- logistics of supply delivery and storage;
- identifying and sourcing critical spares;
- monitoring inventory stock levels and site capacities;
- monitoring of global potential impacts on supply chains such as pandemics, climate change impacts, local and regional weather impacts;
- monitoring global demand or supply shortages; or
- factoring in long lead and delivery requirements.

Figure 2 Supplier Spend by Location of Supplier



² Supplier spend is calculated using the location of the supplier as registered in our Company procurement system.

Figure 3 Examples of Our Global & Local Sourcing



Responsible Sourcing

Northern Star is committed to responsible sourcing and aims to partner with suppliers who respect and adopt positive safety, environmental, social and governance standards and who demonstrate alignment with the standards and values of the Company.

Our Purchasing Policy³ aims to ensure that all purchasing activities demonstrate that value for money is attained for Northern Star; that those responsible for purchasing within Northern Star are compliant with the Code of Conduct and the Anti-Bribery and Anti-Corruption Policy; that they establish consistent processes that promote openness, transparency, fairness and equity to suppliers; and ensure that goods and services to be procured are necessary and fit for purpose.

In addition to cost comparisons, a qualitative assessment of the value for money outcome considers: ongoing relevance and necessity for procurement; competition in the allocation of purchase orders; previous and past experience; risks associated with the provision of the goods and/or services; total cost of ownership (where relevant); and the overall objectives of the procurement and outcome being sought.

Our Supplier Code of Conduct⁴ sets out the minimum standards of conduct expected from all suppliers wishing to do business with Northern Star. Suppliers are required to be compliant with Northern Star’s Code of Conduct⁵ and our Anti-Bribery and Anti-Corruption Policy⁶.

The Company requires its suppliers to operate with confidentiality, honesty, fairness and integrity and to observe the rule and spirit of the legal and regulatory environment in which the Company operates.

³ Purchasing Policy (NSR-FIN-058-POL)
⁴ Supplier Code of Conduct (NSR-COR-032-POL)
⁵ Code of Conduct (NSR-COR-001-POL)
⁶ Anti-Bribery and Anti-Corruption Policy (NSR-COR-026-POL)

View across Thunderbox Operations processing plant
Thunderbox Operations
Yandal Production Centre, Western Australia
Photo Credit: Adrian Wiseman
- Senior Sourcing & Contracts Specialist



Supplier Engagement & Screening

As part of tender processes, we request that selected prospective suppliers disclose key details of their workplace health & safety (WHS), environmental, social responsibility and other relevant practices. In addition, we have in place a detailed internal ESG screening tool which can be used to better understand how our prospective suppliers may mitigate modern slavery risks, consider climate related actions, contribute to Indigenous and community initiatives, and support diversity and inclusion.

As part of our supplier on-boarding process, suppliers must confirm their compliance with both our Supplier Code of Conduct⁷ and our Standard Terms and Conditions (unless a contract has been separately negotiated with the supplier)⁸ which reinforce our expectations with regards to safety, environment and social governance.

Figure 4 Key areas of goods and services expenditure in FY25 included:

Goods		Services	
Fixed Assets	\$494 ^M	Mining Services	\$638 ^M
Diesel/Oils/Lubricants	\$354 ^M	Drilling	\$278 ^M
Mobile Assets ⁹	\$466 ^M	Mobile Equipment Hire	\$131 ^M
Processing materials & consumables	\$168 ^M	Engineering Services & Consulting	\$392 ^M
Electricity	\$176 ^M	Civil & Earthmoving	\$147 ^M

⁷ Supplier Code of Conduct (NSR-COR-032-POL)
⁸ Australia (NSR-FIN-025-STA), Pogo (NSR-FIN-047-STA), Labour Hire (NSR-FIN-040-STA)
⁹ Mobile assets including equipment such as trucks, loaders, graders, drilling jumbos, and other similar mobile equipment.

Contract Management

Northern Star has in place a Contract Management Guideline¹⁰ which sets out the management of all contracts between the Company and its suppliers. It includes the mandatory deliverables required during the contract management phase of any contract lifecycle.

As part of our contract management guideline, we recommend that all high risk and/or high value contracts have a Contract Management Plan¹¹ (CMP) developed. This CMP should detail the actions that will be taken to preserve contract value and be created upon award.

Details in the CMP may include monitoring requirements of a contractor’s performance, and processes for ensuring that the contractor conducts its operations in compliance with the contract, Company standards and relevant applicable legislation.

The Company uses a contract risk register for monitoring performance throughout the duration of the contract to reflect changes in risk status if applicable. The risk register is phased by activity in line with the risks relevant to the scope. The contractor and Company periodically review the risk register and monitor compliance to it.

As part of the contract deliverables, key tasks and milestones are set out with the responsibility and frequency due date determined to ensure that contract management has clear and fixed terms of achievement. An ongoing assessment of supplier performance regarding deliverables, targets and milestones is carried out, to track progress. Audits may be instigated for matters such as workplace health and safety performance and/or environmental issues.

In the instance where supplier non-performance occurs or where goods/services do not meet quality requirements or expectations, Northern Star may consider exercising its contractual rights or other rights at law.

Close out of a contract can occur once an inspection of works completed is performed and the delivery of the contract scope is completed. Contractor files and performance documentation is collected, and all residual payments are finalised. A contract close out meeting is then completed.

Contractor Management

Effective contractor engagement and management remain critical aspects of safety in our operations at Northern Star. Over the past year, we have continued to progress our existing processes to continuously improve our safety compliance.

5-Tier Safety Contractor Management Framework

Our primary initiative has focused on aligning expectations with workplace health and safety legislative requirements and Northern Star’s Standards.

Our 5-tier safety contractor management framework continued to be rolled out through our contracting partners throughout FY25. This framework establishes safety guidelines and protocols for managing contractor relationships and work processes and aligning contractors with our minimum required safety standards.

Contractor Management Intranet Page

To support organisation-wide contractor management and improve effective communication, we continued to enhance our contractor management intranet page. This digital platform serves as a central hub for resources, updates, and contact points. It is designed to aid in streamlining communication across the Company, providing contractors with access to critical information and support.

Contractor Engagement

Additionally, we have focused on:

- **Enhanced Training and Inductions:** Providing comprehensive safety training and inductions for all contractors to improve their understanding and compliance with our safety protocols.
- **Regular Audits and Reviews:** Conducting regular audits and reviews of contractor performance and compliance with safety standards to identify areas of compliance with our safety requirements, and areas for continuous improvement.
- **Improved Resource Access:** Providing contractors with easier access to the necessary tools, guidelines, and support through our intranet page and other communication channels.

More information on our safety management and engagement with our contractors is available in our ESR Disclosure Suite - Safety & Critical Risk Control at Northern Star FY25.

Electronic Supplier Engagement Platforms

During FY25 Northern Star rolled out a new electronic supplier engagement portal and commenced engagement with all new tenderers through that system. The aim of the system was to improve governance and compliance mechanisms and allow for improved cost control and tailored RFx processes.

We have also progressed work on a new digital platform within our NSR Hub and are currently undertaking beta testing on the system to ensure it is fit for purpose and providing required functionality for Northern Star and its suppliers.

The NSR Hub aims to serve as a central resource for contractor engagement, including but not limited to:

- safety and risk management including contract screening
- environment and social risk management including contract screening



¹⁰ Contract Management Guideline (NSR-PRO-001-GUI)
¹¹ Contract Management Plan Template (NSR-PRO-001-PLA)



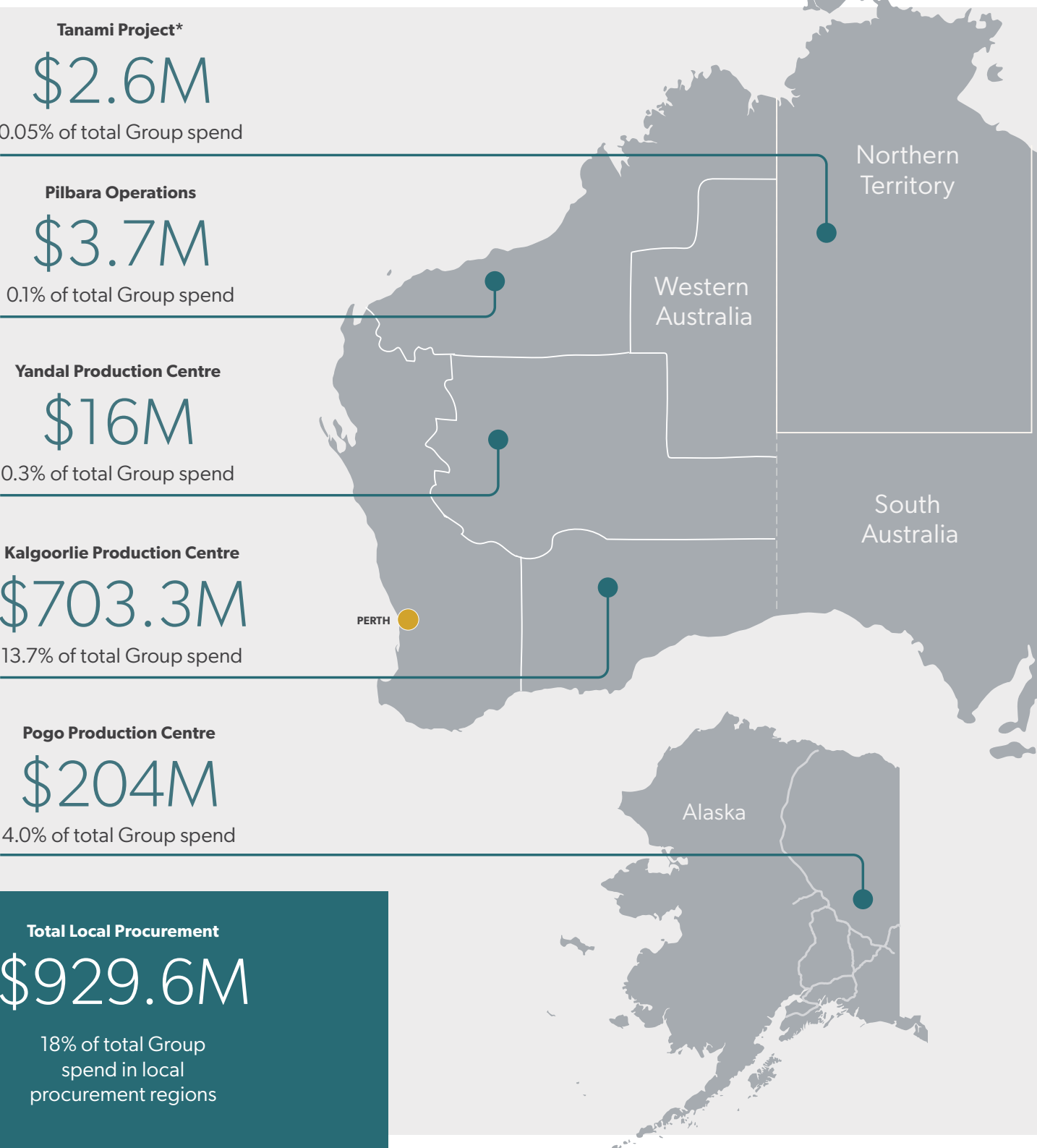
Production drilling at Bronzewing
Bronzewing Operations
Yandal Production Centre, Western Australia

Local Procurement

Supporting suppliers and businesses within the regions in which we operate continues to be a focus for Northern Star. We aim to support the communities in which we operate and consistently consider the positive impact of supporting local businesses when assessing procurement opportunities to ensure we maximise opportunities within our local supply chains.

Our local procurement areas (as shown in Figure 5) are centred around our Kalgoorlie, Yandal and Pogo Production Centres and Pilbara Operations.

Figure 5 Local Supplier Spend by Production Centre¹²



* Subject to sale. See ASX Announcement dated 16 July 2025 at www.nsrld.com.

Indigenous Procurement

Northern Star recognises the value Indigenous businesses create within our supply chain, as well as the immense benefits they generate for Aboriginal and Torres Strait Islander people, communities, and local economies.

Promoting and encouraging Indigenous business through procurement and capacity building is a significant means of supporting the Traditional Owners on whose land we are privileged to operate. We aim to create opportunities for Indigenous businesses in the following priority:

- Traditional Owner Businesses - to give Traditional Owners the opportunity to establish or grow businesses on their Country.
- Local Indigenous Businesses - businesses located in the Kalgoorlie, Yandal or Pilbara regions, as appropriate for the relevant Operation.
- Indigenous Businesses based in Western Australia.

As a Company, Northern Star is committed to the continuous development and establishment of sustainable supply contracts with Indigenous businesses. Across all Australian Operations, our team is creating procurement contract opportunities for Traditional Owner businesses and local Indigenous businesses.

This includes:

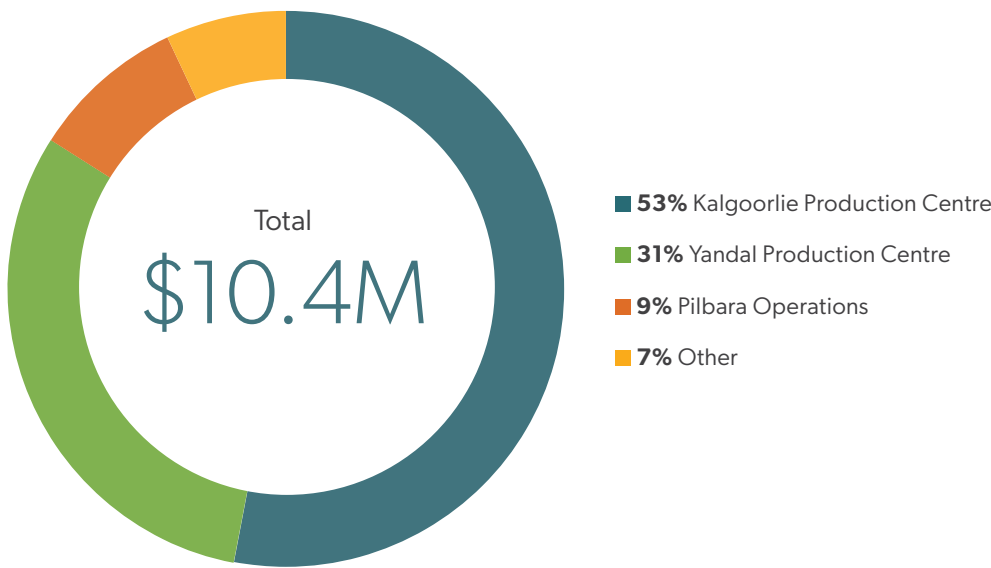
- understanding Indigenous business capabilities and capacity, and how we may assist local Indigenous businesses and Traditional Owners businesses to grow in partnership with Northern Star.
- identifying and removing barriers to participation in our supply chain, and actively facilitating long-term, sustainable contract opportunities.

We engage in both direct and indirect procurement with Indigenous businesses.

- Direct procurement is goods or services procured directly by Northern Star from an Indigenous Business.
- Indirect procurement is goods or services procured by other Northern Star suppliers from Indigenous Businesses to assist with works they have been engaged by Northern Star to deliver.

Our verification processes have been developed to ensure that our direct Indigenous procurement performance data is able to be assured by an independent external third party and that our expenditure is supporting accredited Indigenous businesses, following the accreditation requirements set by the West Australian government in their supply chain.

Figure 6 Direct Spend with Indigenous Businesses During FY25 by Production Centre¹³



¹² Local supplier spend is defined as spend within postcode areas for Western Australian: Kalgoorlie – including areas such as Hannans, Boulder, Binduli, Bandy Creek and Boorabbin; Yandal – including areas such as Lake Darlot, Leinster, Boorara, Lake Carnegie, and Angelo River; Pilbara Operations - Dampier, Karratha, Millstream, Roebourne, Wickham, Port Hedland, South Hedland, Broome, Kununurra and Tom Price; and State boundaries for Alaska and Northern Territory.
¹³ Amounts include GST.

Modern Slavery and Human Rights

Northern Star is committed to continuous improvement in all aspects of our business operations, and this extends to our commitment to take meaningful steps to identify and mitigate modern slavery risks and maintain responsible and transparent supply chains.

The Northern Star Board has ultimate responsibility for ensuring the appropriate processes are in place to assess, monitor, identify and manage any modern slavery risks to Northern Star’s business, as well as remediating and reporting on suspected or actual instances of modern slavery.

Our internal Modern Slavery Working Group oversees the identification and assessment of modern slavery risks within our operations and supply chains, and devises initiatives to address and mitigate these risks. This includes supplier due diligence practices, training and awareness initiatives, and effective data collection. The Modern Slavery Working Group comprises personnel from our Legal, Procurement and ESG Engagement teams.

Please refer to Northern Star’s FY25 Modern Slavery Statement on our website.

Supply Chain Performance Metrics

		FY25	FY24	FY23
Procurement Spend by Location of Tier 1 Supplier				
Supplier Spend ¹⁴	Western Australia (\$M)	3,868	2,942	2,228
	Other Australia (\$M)	512	390	412
	Alaska (\$M)	204	178	167
	Other (\$M)	539	465	248
	Total (\$M)	5,123	3,975	3,054
Local Procurement by Region				
Local Procurement by Region	Kalgoorlie Production Centre (\$M)	703.3	653.8	492.7
	Yandal Production Centre (\$M)	16.0	6.5	9.2
	Pogo Production Centre (\$M)	204.0	178.4	166.6
	Pilbara Operations (\$M)	3.7	3.5	1.1
	Tanami Project (\$M)	2.6	0.6	2.6
	Total Local Procurement (\$M)	929.6	842.8	672.3
Local Procurement by Region (% of total group spend)	Kalgoorlie Production Centre (%)	13.7	16.4	16.1
	Yandal Production Centre (%)	0.3	0.2	0.3
	Pogo Production Centre (%)	4.0	4.5	5.5
	Pilbara Operations (%)	0.1	0.1	0.04
	Tanami Project (%)	0.05	0.01	0.1
	Total Local Procurement (%)	18.1	21	22
Indigenous Procurement				
Direct Spend with Indigenous Businesses	Kalgoorlie Production Centre (\$M)	5.5	5.7	2.7
	Yandal Production Centre (\$M)	3.2	4.7	2.4
	Pogo Production Centre (\$M)	0.9	0.7	0.1
	Other (\$M)	0.8	0.7	0.1
	Total (\$M)	10.4	11.8	5.3
Supply Chain Risk Analysis				
Modern Slavery & Human Rights ¹⁵	Number of SAQs issued to suppliers for completion	205	166	86
	Number of third-party initial audits completed	7	10	1
	Number of corrective action plans issued	3	4	1
	Number of follow-up audits completed	6	1	2
	Number of material human rights or modern slavery issues identified	-	-	-
	Number of suppliers refused to be audited	1	-	-
	Number of contracts suspended/terminated	1	-	-
Conflict Areas				
Conflict Areas	Number of Tier 1 suppliers identified in conflict areas	-	-	-

¹⁴ Supplier spend is calculated using the location of the supplier as registered in our Company procurement system.

¹⁵ Refer to our FY25 Modern Slavery Statement at [Corporate Governance](#)



About This Disclosure

Northern Star has reported in accordance with the GRI Standards for the period 1 July 2024 to 30 June 2025. This disclosure supports the Northern Star Annual Report FY25 in relation to environment and social responsibility.

Management has sought independent, third-party assurance by Bureau Veritas of all data relating to GRI core and material disclosures in this disclosure. These disclosures are identified in our GRI, SASB and UN SDG Alignment Index. Where partial assurance is received, or a topic note assured, that information has been included in the Index.

A copy of the assurance statement is provided on Northern Star’s website at: [Environment & Social Responsibility \(ESR\) Reporting](#).

This clarifies the level of assurance provided by Bureau Veritas in relation to our disclosures.

This disclosure was reviewed and approved by Northern Star’s Board of Directors and published on 21 August 2025. Monetary amounts in this Report are reported in Australian dollars unless otherwise stated.

Disclaimer

This disclosure contains forward-looking statements, including statements of current intention and expectation. These forward-looking statements are based on information available at the date of this disclosure.

While these forward-looking statements discuss Northern Star’s expectations at the date of this disclosure, they are not guarantees or predictions of future performance, and by their nature, are subject to significant uncertainties, many of which are beyond Northern Star’s control. Actual results and developments may differ materially from those expressed in this disclosure and Northern Star cautions readers against reliance on any forward-looking statements or guidance. There are also limitations with respect to scenario analysis, and it is difficult to predict which, if any, of the scenarios might eventuate. Scenario analysis is not an indication of probable outcomes and relies on assumptions that may or may not prove to be correct or eventuate. Except as required by applicable laws or regulations, Northern Star does not undertake to publicly update or review any forward-looking statements, whether as a result of new information or future events.

FY25 ESR Disclosure Suite

This disclosure, and our supplementary website disclosures, form part of a suite of documents that provide information and updates on Northern Star’s FY25 environment and social responsibility disclosures and should be read as a supporting accompaniment to the Northern Star Resources Ltd Annual Report FY25, Modern Slavery Statement FY25 and Corporate Governance Statement FY25.

Throughout the ESR Disclosure Suite there are links to supporting information on our website which the reader is encouraged to view. The Northern Star website contains significant additional supporting information including our annual ESR Performance Data Tables, GRI Index and references to our previous disclosures.

Assumptions

Nil

Feedback

We welcome feedback and invite readers to send any comments or enquiries about this disclosure to us at esgperformance@nsrltd.com

Glossary

ABN
Australian Business Number

ASX
Australian Securities Exchange, trading as ASX

ASX Corporate Governance Council Principles and Recommendations
Principles and Recommendations (4th edition) of the ASX Corporate Governance Council on the corporate governance practices to be adopted by ASX listed entities and which are designed to promote investor confidence and to assist listed entities to meet shareholder expectations

Audit & Risk Committee (ARC)
The Audit and Risk Committee, a sub-committee of the Board

B or bn
Billion

Board
Board of Directors

CAP
Corrective action plan

CMP
Contract Management Plan

Company
Northern Star Resources Ltd
ABN 43 092 832 892

Contractor(s)
Individuals who are employed by other companies, or, other companies, who provide services to the Group to support its Operations

Director
A director of the Company duly appointed under the Corporations Act

employees
Total number of employees of the Group including permanent, fixed term and part-time. Does not include contractors

ESG
Environment, Social & Governance

ESR
Environment and Social Responsibility

ESS Committee
Environmental, Social & Safety Committee a sub-committee of the Board

FY
Financial Year ending 30 June

GRI
Global Reporting Initiative

Group
Northern Star Resources Ltd and all of its wholly owned subsidiaries

Indigenous Business
Northern Star defines an Indigenous Business as a business that is owned at least 51 per cent by Indigenous Australians, verified through completing a formal registration process with Supply Nation and/or the Aboriginal Business Directory of WA

K or k
Thousand

KCGM
KCGM means Kalgoorlie Consolidated Gold Mines Pty Ltd, a wholly owned subsidiary of the Company, which operates the Super Pit, and Mt Charlotte and Fimiston underground Operations and Fimiston Processing Plant in Kalgoorlie, Western Australia

Kg or kg
Kilogram

kl
kilolitre; one thousand litres

KMP
Defined in the Australian Accounting Standards as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity

KPI
Key Performance Indicator

Local Procurement
Procurement from a defined area surrounding our Operations, established by selected postcode boundaries for Western Australia or State boundaries for Alaska and Northern Territory

M or m
Million

Modern slavery:
An umbrella term used to describe serious exploitation and human rights violations. Practices that constitute modern slavery can include:

- human trafficking;
- slavery;
- servitude;
- forced labour;
- deceptive recruiting for labour or services;
- debt bondage;
- forced marriage; and
- child labour

NSMS
Northern Star Mining Services Pty Ltd, a wholly owned subsidiary of the Company, dedicated to underground mining Operations

Officer
An officer of the Company defined under the Corporations Act

Oz
Ounce

SAQ
Self-assessment questionnaire

shareholder
A shareholder of Northern Star Resources Ltd

stakeholders
An individual, group or organisation that is impacted by the Company, or has an impact on the Company. Examples of stakeholders are investors, employees, suppliers and local communities

Tier 1 Supplier
Suppliers that Northern Star engages directly to provide goods or services to our operations.

UN
United Nations

UN SDGs
The United Nations Sustainable Development Goals

US or USA
United States of America

WA
Western Australia

WHS
Workplace health and safety

\$
Australian dollars, unless the context states otherwise. All A\$ to \$US currency conversions used in this ESR Disclosure Suite are at \$0.6482

Contact Information

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General Enquiries	info@nsrld.com
Media Officer	mediaofficer@nsrld.com
Company Secretary	compliance@nsrld.com
ASX Code	NST
Share Registry	Automic Group

Additional Website ESR Disclosures:

- Environment & Social Responsibility Approach
- People & Culture at Northern Star
- Safety & Critical Risk Control at Northern Star
- Community Engagement & Support at Northern Star
- Supply Chain Management at Northern Star
- Environmental Management at Northern Star
- Climate Change at Northern Star
- Water Security at Northern Star
- Waste & Tailings Management at Northern Star
- FY25 Performance Data Tables
- FY25 GRI, SASB and UN SDG Alignment Index
- FY25 Tailings Storage Summary
- FY25 Biodiversity Values
- FY25 Stakeholder Engagement Summary

Cover Image:
Underground operations at Mt Charlotte
KCGM Operations
Kalgoorlie Production Centre, Western Australia



Sunset on the go line
Thunderbox Operations
Yandal Production Centre
Western Australia
Photo Credit: Kaiya-Marie Ruffles
- Dump Truck Operator