



FY26 ESG Performance Data

Evolution Mining FY26 ESG Performance Data summarises our environmental, social and governance (ESG) performance for the FY26 reporting year and provides, where possible, three to five year performance trends on consolidated social, environmental and economic data. Changes to data and re-statement may occur throughout the year due to improved reporting or collection methods.

We demonstrate our alignment with national and international frameworks on the latter tabs, including the Global Reporting Initiative (GRI) & Sustainable Development Goals (UNSDGs) index, United Nations Global Compact (UNGC), International Financial Reporting Standards (IFRS) including the Task Force on Climate-Related Financial Disclosures (TCFD), and Task Force on Nature-Related Financial Disclosures (TNFD).

See our FY26 Climate Report for relevant indices and details on our alignment with the Australian Accounting Standards Board (AASB) Australian Sustainability Reporting Standard (ASRS) AASB S2 Climate-related Disclosures (AASB S2).

See our FY26 Annual and Sustainability Report and FY26 Climate Report for further details on our sustainability approach, reporting methodology and for a full set of financial and production data.

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See our historic ESG Performance Data here:

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Economic Performance

Direct economic value generated and distributed (A\$ million)⁽¹⁾⁽²⁾

GRI 201-1, 204-1, 415-1						FY26	
	FY26	FY25	FY24	FY23	FY22	Australia	Canada
Revenue	\$ 5,559	\$ 4,351	\$ 3,216	\$ 2,227	\$ 2,065	\$ 4,753	\$ 806
Operations - supplier payments (Goods and Services)	\$ 2,769	\$ 2,560	\$ 2,303	\$ 1,748	\$ 1,354	\$ 2,401	\$ 368
Employees - wages and benefits	\$ 661	\$ 618	\$ 565	\$ 489	\$ 343	\$ 538	\$ 123
Payments to government - taxes	\$ 409	\$ 124	\$ 34	\$ 34	\$ 71	\$ 409	\$ 0
Payments to government - royalties	\$ 163	\$ 137	\$ 99	\$ 72	\$ 68	\$ 163	\$ 0
Payments to political organisations	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Community Investment	\$ 7	\$ 5	\$ 4	\$ 3	\$ 4	\$ 7	\$ 0
Payments to providers of capital - Dividend payments to shareholders	\$ 515	\$ 161	\$ 76	\$ 92	\$ 147	\$ 515	\$ 0
Payments to financial institutions - interest	\$ 73	\$ 98	\$ 98	\$ 75	\$ 43	\$ 73	\$ 0
Total contribution	\$ 4,698	\$ 3,703	\$ 3,180	\$ 2,513	\$ 2,029	\$ 4,107	\$ 491

⁽¹⁾ Values are reported on an accrual basis in AUD unless otherwise noted.

⁽²⁾ Higher gold prices contributed significantly to the increase in economic value generated regarding royalties, taxes and dividends.

Community Investment (A\$)

GRI 201-1, 203-1, 203-2, 413-1	FY26	FY25	FY24	FY23	FY22
Shared Value Projects	\$ 2,251,391	\$ 1,657,346	\$ 928,520	\$ 987,545	\$ 885,407
Sponsorships & Donations ⁽³⁾	\$ 4,576,405	\$ 3,648,338	\$ 3,443,431	\$ 2,062,888	\$ 2,644,031
Total	\$ 6,827,796	\$ 5,305,684	\$ 4,371,951	\$ 3,050,433	\$ 3,529,438

⁽³⁾ Includes Obligations, an expenditure that benefits the community that we are obligated to pay, for example scholarships.

Community Investment - breakdown of impact areas (%)

GRI 201-1, 203-1, 203-2, 413-1	FY26	FY25	FY24	FY23	FY22
Arts, Culture and Sport	19%	11%	14%	13%	5%
Environmental Stewardship	14%	11%	14%	12%	11%
Skills, Education and Training	21%	28%	16%	14%	15%
Community Resilience	13%	5%	5%	6%	19%
Health and Wellbeing	10%	16%	20%	25%	13%
Local Economic Development	7%	3%	20%	4%	9%
Infrastructure Capability	15%	26%	11%	8%	20%
Other ⁽⁴⁾	-%	-%	-%	18%	9%

⁽⁴⁾ Other refers to impacts other than those identified impact areas. Commonly allocated to Obligations.

Proportion of spending on local suppliers (A\$ million)⁽⁵⁾

GRI 204-1	FY26	FY25	FY24	FY23	FY22
% of spending on local suppliers	19%	18%	15%	13%	9%
Total local procurement spend	\$ 524	\$ 455	\$ 353	\$ 230	\$ 133
Total procurement spend	\$ 2,769	\$ 2,560	\$ 2,303	\$ 1,748	\$ 1,549

⁽⁵⁾ Local is defined based on post codes.

Proportion of spending on regional suppliers (A\$ million)⁽⁶⁾

GRI 204-1	FY26	FY25	FY24	FY23	FY22
% of spending on regional suppliers	2%	2%	3%	2%	2%
Total regional procurement spend	\$ 62	\$ 50	\$ 66	\$ 31	\$ 31
Total procurement spend	\$ 2,769	\$ 2,560	\$ 2,303	\$ 1,748	\$ 1,549

⁽⁶⁾ Regional is defined based on post codes.

Notes:

- All FY24 financial data includes Northparkes only from date of acquisition (16 Dec 2023).

- Some figures and percentages may not add up to the total figure or 100 percent due to rounding.

Health & Safety

Emergency response⁽¹⁾

GRI 403-8	FY26	FY25	FY24	FY23	FY22	FY26					
						Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Number of onsite incident responses	14	27	37	29	24	5	1	3	2	3	—
Number of offsite incident responses	0	1	8	2	6	—	—	—	—	—	—
Number of community responses	1	6	2	0	—	—	—	1	—	—	—
Total	15	34	47	31	30	5	1	4	2	3	—
Number of ERT members	190	202	225	199	234	49	35	40	24	34	8

⁽¹⁾ Refers to the activation of our ERT or IMT at the "response" stage of the emergency management cycle. Note, our teams may still participate in additional community support such as training or humanitarian relief.

Other safety & wellbeing metrics⁽²⁾

GRI 403-2, 403-8	FY26	FY25	FY24	FY23	FY22	FY26						
						Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon	Other
Person hours worked	11,112,642	10,833,755	9,497,227	8,453,290	7,128,241	2,666,832	1,905,642	1,290,009	2,104,088	2,375,572	212,980	557,519
Number of safety interactions	47,839	41,918	36,020	45,541	45,096	11,294	8,413	588	7,821	17,216	2,415	194
Proactive significant safety incidents ⁽³⁾	54	32	46	42	27	13	18	4	9	10	—	—
Safety Incident Frequency (SIF) (incl. proactive & reactive)	12.7	9.1	12.3	16.3	13.3	13.0	18.0	4.0	9.0	10.0	—	—
Significant incidents reviewed with senior management (%)	100%	100%	100%	100%	100%	—	—	—	—	—	—	—
Number of significant incident investigations shared with the workforce	129	110	—	—	—	—	—	—	—	—	—	—
Number of hazards reported	40,394	29,881	24,592	28,826	24,607	8,466	2,766	5,390	12,383	10,860	322	207
Near Miss Frequency Rate (NMFR)	86.0	78.3	67.8	—	—	129.0	86.6	111.6	25.7	74.5	205.7	21.8

⁽²⁾ Other includes Discovery, Group and Projects.

⁽³⁾ Proactive refers to where the incident is identified prior to a loss of control/breath of energy, or where there was still at least one critical control in place.

Total Recordable Injury Frequency (TRIF)⁽⁴⁾⁽⁵⁾

GRI 403-09	FY26	FY25	FY24	FY23	FY22	FY26						
						Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon	Other
Employees	4.64	4.89	7.81	8.2	9.5	3.7	3.4	10.4	3.6	6.4	0.0	0.0
Contractors	7.17	5.08	7.54	9.31	12.57	8.1	2.8	9.7	5.1	6.3	24.7	65.3
Total	5.85	4.95	7.69	8.63	10.86	6.7	3.1	10.1	4.3	6.3	9.4	3.6

⁽⁴⁾ TRIF is a primary lagging indicator with an associated target and baseline. Total Evolution FY24 data includes Northparkes 12mma (incl. Northparkes 7.37 TRIF, incl. Northparkes 6mma 7.48 TRIF). Total Evolution Employees FY24 data includes Northparkes 12mma (incl. Northparkes 7.30 TRIF, incl. Northparkes 6mma 6.83 TRIF). Total Evolution Contractors FY24 data includes Northparkes 12mma (incl. Northparkes 7.62 TRIF, incl. Northparkes 6mma 5.85 TRIF).

⁽⁵⁾ Mt Rawdon data excludes Mt Rawdon Pumped Hydro for all reporting periods.

Lost Time Injury Frequency (LTIF)⁽⁶⁾

GRI 403-09	FY26	FY25	FY24	FY23	FY22	FY26					
						Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Employees	1.38	0.70	2.66	2.48	2.70	1	—	4	3	1	—
Contractors	1.7	1.57	2.33	1.86	2.60	2	—	6	—	2	12
Total	1.44	1.11	2.63	2.24	2.81	2	—	5	1	1	5

⁽⁶⁾ Total Evolution FY24 data includes Northparkes 6mma (incl. Northparkes 1.81 LTIF). Total Evolution Employees FY24 data includes Northparkes 6mma (incl. Northparkes 2.06 LTIF). Total Evolution Contractors FY24 data includes Northparkes 6mma (incl. Northparkes 1.41 LTIF).

Fatalities

GRI 403-09	FY26	FY25	FY24	FY23	FY22	FY26					
						Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Employees	—	—	—	—	—	—	—	—	—	—	—
Contractors	—	—	—	—	—	—	—	—	—	—	—
Total	0	0	0	0	0	—	—	—	—	—	—

Permanent Total Disabilities (PTDs)

GRI 403-09	FY26	FY25	FY24	FY23	FY22	FY26					
						Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Employees	—	—	—	—	—	—	—	—	—	—	—
Contractors	—	—	—	—	—	—	—	—	—	—	—
Total	0	0	0	0	0	—	—	—	—	—	—

Occupational Illness Frequency⁽⁷⁾

GRI 403-10	FY26	FY25	FY24	FY23	FY22
Employees	1.69	1.18	0.11	0.59	0.14
Contractors	0.82	1.02	—	—	—
Total	1.28	1.11	—	—	—

⁽⁷⁾ The increased figures from FY25 reflect a continued improved reporting culture, increased oversight on injury management and medical surveillance.

Notes:

- Injury classifications are defined by OSHA and the above frequencies have been calculated by applying OSHA principles using 1,000,000 person exposure hours.

- Increased focus on Significant Incident Proactive Reporting in addition to reactive events for learning.

- International Personnel Reporting Standards (IPRS) recommendation requires reporting against the MSHA all-incidence rate. The above metrics of TRIF, LTIF, OIF, SIF, etc. provide additional detail and disaggregation above the recommended all-incidence rate. This disaggregation has been verified by third-party consultants.

People

Employment type, contract, gender and region

Region	FY26	FY25	FY24	FY23	FY22	Corporate	Conseil	Smart Heavy	FY25	Ref Laka	Margot	St-Roch
Total Contractors ⁽¹⁾	2,737	2,487	2,895	334	991	17	361	279	269	589	553	38
Total Permanent ⁽²⁾ (includes 1 above hire)	1,714	1,714	1,714	1,714	1,714	141	389	268	428	474	587	55
Total Employees Female	2,879	2,516	2,338	2,225	2,179	131	389	268	428	474	587	55
Total Employees Male	712	771	857	889	811	111	91	111	81	105	141	11
Total Employees Other	2	2	2	2	2	—	—	2	—	—	—	—
Total Permanent Full Time	3,199	2,898	2,898	2,879	2,812	228	478	587	656	653	653	81
Permanent Male	2,488	2,488	2,488	2,488	2,488	131	389	268	428	474	587	55
Permanent Female	611	580	484	421	421	94	89	94	94	94	105	8
Permanent Other	2	2	2	2	2	—	—	2	—	—	—	—
Total Part Time	37	36	36	36	36	7	4	—	14	3	16	1
Part Time Male	2	2	2	2	2	—	—	—	—	—	—	—
Part Time Female	35	34	34	34	34	7	4	—	14	3	16	1
Total Flexible Work ⁽³⁾	12	14	16	4	24	2	7	4	—	—	—	—
Flexible Work Male	5	5	7	2	—	2	3	3	—	—	—	—
Flexible Work Female	7	9	9	2	—	—	4	—	—	—	—	—
Total Fixed Term	96	191	142	84	114	3	13	19	28	16	19	—
Fixed Term Male	55	61	41	26	74	—	—	—	—	—	—	—
Fixed Term Female	41	37	41	26	74	3	13	19	28	16	19	—
Total Casual	46	41	43	39	37	7	4	—	3	4	4	2
Casual Male	14	8	20	6	11	—	—	—	—	—	—	—
Casual Female	34	33	23	33	26	7	4	—	3	4	4	2
Total Labour Hire	32	32	36	61	85	8	8	—	8	8	2	1
Labour Hire Male	24	28	28	51	69	8	8	—	8	8	2	1
Labour Hire Female	8	4	8	10	16	—	—	—	—	—	—	—
Employees Contractors	612	571	571	571	571	81	167	183	173	141	141	10

⁽¹⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

⁽²⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

⁽³⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Employment level⁽⁴⁾

Region	FY26	FY25	FY24	FY23	FY22	Male	Female	Other
Board	5	5	5	5	5	5	—	—
Senior Leaders	26	26	27	21	20	26	—	—
Manager/Supervisors	536	537	536	536	536	536	—	—
Professional/Supervisors	744	675	661	563	500	436	307	1
Operations	2087	1,445	1,447	1,394	1,325	1,386	388	—

⁽⁴⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Mechanisms for advice and concerns about ethics

Region	FY26	FY25	FY24	FY23	FY22	Completion or Delivery ⁽¹⁾	Dissemination or Placement	Customer Privacy Data	Conflicts of Interest	Money Laundering or Insider Trading	Other
% of employees receiving code of conduct training ⁽²⁾	100%	100%	100%	100%	100%	—	—	—	—	—	—
Number of whistleblowing complaints	5	2	3	—	2	—	6	—	1	—	10
% of whistleblowing complaints resolved	100%	100%	100%	100%	100%	—	100%	—	100%	—	100%

⁽¹⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

⁽²⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Collective bargaining agreements

Region	FY26	FY25	FY24	FY23	FY22
% of total employees covered by collective bargaining agreements	22%	22%	24%	25%	25%

⁽³⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Employees that have undergone training in organisational anti-corruption policies and procedures

Region	FY26	FY25	FY24	FY23	FY22
% of employees	100%	100%	100%	100%	100%
% of contractors ⁽²⁾	100%	100%	100%	100%	100%

⁽¹⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

⁽²⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

New employee hires by age group, gender, and region⁽¹⁾

Region	FY26	FY25	FY24	FY23	FY22	Corporate	Conseil	Smart Heavy	Northwest	Ref Laka	Margot	St-Roch
Total Female New Hires	198	232	242	41	129	34	35	41	35	46	—	1
Female under 35 years	123	147	144	87	71	20	17	24	16	38	27	1
Female 35-55 years	63	73	63	21	53	14	13	13	4	8	12	—
Female over 55 years	12	12	13	4	5	4	—	2	1	2	—	—
Total Male New Hires	419	440	447	446	345	14	14	14	14	14	14	14
Male under 35 years	333	278	280	239	184	12	14	14	14	14	14	14
Male 35-55 years	200	200	200	197	113	14	14	14	14	14	14	14
Male over 55 years	46	25	34	40	48	3	1	10	2	3	10	—

⁽¹⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

New employee hire rate⁽²⁾ by gender, and region

Region	FY26	FY25	FY24	FY23	FY22	Corporate	Conseil	Smart Heavy	Northwest	Ref Laka	Margot	St-Roch
Total female new hire rate	25%	27%	27%	6%	2%	10%	14%	4%	4%	2%	2%	2%
Total male new hire rate	25%	14%	17%	20%	13%	10%	14%	21%	20%	12%	20%	2%
Total new hire rate	25%	21%	22%	13%	7%	10%	14%	12%	12%	7%	11%	2%

⁽²⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

New employee hire by management level⁽³⁾

Region	FY26	FY25	FY24	FY23	FY22
Board	—	1	—	—	—
Senior Leaders	—	6	3	6	6
Manager/Supervisors	75	27	37	37	30
Professional/Supervisors	241	246	241	241	241
Operations	505	482	482	482	482

⁽³⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Permanent employee turnover rate⁽⁴⁾ by age group, gender, and region

Region	FY26	FY25	FY24	FY23	FY22	Corporate	Conseil	Smart Heavy	Northwest	Ref Laka	Margot	St-Roch
Total Female Turnover (% of Total Turnover Rate)	25%	19%	22%	26%	32%	2%	3%	4%	2%	5%	8%	2%
Female under 35 years	12%	12%	12%	11%	10%	1%	2%	2%	1%	2%	2%	2%
Female 35-55 years	11%	8%	10%	11%	11%	1%	2%	2%	1%	2%	2%	2%
Female over 55 years	1%	1%	1%	2%	2%	—	—	—	—	—	—	—
Total Male Turnover (% of Total Turnover Rate)	25%	81%	78%	76%	85%	4%	3%	17%	8%	11%	26%	2%
Male under 35 years	25%	30%	27%	25%	25%	2%	2%	8%	2%	4%	12%	2%
Male 35-55 years	32%	32%	32%	32%	32%	1%	4%	8%	2%	5%	13%	2%
Male over 55 years	13%	18%	18%	18%	18%	1%	2%	4%	1%	2%	4%	2%

⁽⁴⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Permanent employee turnover rate⁽⁵⁾ by gender, and region

Region	FY26	FY25	FY24	FY23	FY22	Corporate	Conseil	Smart Heavy	Northwest	Ref Laka	Margot	St-Roch
Total female turnover rate (% of Total Turnover Rate)	25%	19%	22%	26%	32%	2%	3%	4%	2%	5%	8%	2%
Total male turnover rate (% of Total Turnover Rate)	25%	81%	78%	76%	85%	4%	3%	17%	8%	11%	26%	2%

⁽⁵⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Parental leave⁽⁶⁾

Region	FY26	FY25	FY24	FY23	FY22	Male	Female
Number of employees who took parental leave	118	180	136	124	139	35	85
Number of employees who returned to work after parental leave ended ⁽²⁾	117	153	137	104	121	35	85

⁽⁶⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Operational changes

Region	FY26	FY25	FY24	FY23	FY22
Number of strikes and lockouts	—	—	—	—	—
Duration of strikes and lockouts	N/A	N/A	—	—	—

Average hours of training per year per worker⁽⁷⁾

Region	FY26	FY25	FY24	FY23	FY22
Total Training Hours (Employees and Contractors)	481,995	381,187	286,402	157,338	155,305
Total Training Hours (Employees)	276,987	168,975	172,250	81,372	—
Average Training Hours per Employee	62	58	62	35	—
Average Training Hours per Contractor	62	58	62	35	—
Average Training Hours per Employee and Contractor	62	58	62	35	—

⁽⁷⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Percentage of employees receiving regular performance and career development reviews

Region	FY26	FY25	FY24	FY23	FY22	Male	Female
% of employees who receive performance and career reviews (%)	95%	99%	94%	94%	97%	87%	97%
% of employees who receive performance and career reviews (%) ⁽²⁾	95%	99%	94%	94%	97%	87%	97%

⁽⁸⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Diversity of Board of Directors by gender

Region	FY26	FY25	FY24	FY23	FY22
Percentage female	62%	62%	73%	73%	73%
Percentage male	38%	38%	27%	27%	27%

Diversity of Board of Directors by age

Region	FY26	FY25	FY24	FY23	FY22
Percentage under 35 years	—	—	—	—	—
Percentage 35-55 years	13%	13%	20%	20%	20%
Percentage over 55 years	86%	86%	80%	80%	80%

Diversity of employees by gender⁽⁹⁾

Region	FY26	FY25	FY24	FY23	FY22
Percentage of female employees	21%	21%	20%	19%	19%
Percentage of male employees	79%	79%	80%	81%	81%

⁽⁹⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Diversity of employees by age

Region	FY26	FY25	FY24	FY23	FY22
Percentage of employees under 35 years	37%	37%	30%	30%	37%
Percentage of employees 35-55 years	30%	30%	30%	30%	30%
Percentage of employees over 55 years	14%	14%	15%	14%	14%

Local employment

Region	FY26	FY25	FY24	FY23	FY22
% local employment across our operations	69%	70%	69%	73%	72%
% operational management local employment across our operations	70%	70%	—	—	—

Employee engagement⁽¹⁰⁾

Region	FY26	FY25	FY24	FY23	FY22
% respondents to survey	81%	78%	87%	87%	39%
% employees retention	87%	87%	87%	87%	87%
Employee engagement - overall score ⁽²⁾	73	72	65	65	79
Number of A&J initiatives	228	31	66	66	97

⁽¹⁰⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Inclusion and Diversity

Region	FY26	FY25	FY24	FY23	FY22
Female graduate intake (% of total graduate intake)	44%	32%	29%	29%	30%
Female senior executive intake (% of total executive intake)	30%	47%	27%	47%	52%
Indigenous and First Nations Employees (% of total employee count)	7%	7%	7%	8%	8%

Development and retention

Region	FY26	FY25	FY24	FY23	FY22
% of people leaving their stated development goals	45%	37%	63%	85%	63%
% of employees who complete development program ⁽²⁾	85%	85%	85%	85%	85%
% of roles reported through succession and internal candidate	47%	47%	36%	41%	41%

⁽¹¹⁾ Includes contractors and employees continue to be required of business. The table includes contractors who have been paid for temporary contractors, including those who are not included in the table.

Communities

Operations taking place in or near Indigenous territory⁽¹⁾

GRI 14, MM5	FY26	FY25	FY24	FY23	FY22
% Operations adjacent to ⁽²⁾ or on Indigenous peoples' territory	100%	100%	100%	Yes	Yes
Do formal agreements exist with Indigenous peoples?	Yes	Yes	Yes	Yes	Yes

⁽¹⁾ Prior to and including FY23, question was phrased as 'Is the operation adjacent or on Indigenous peoples' territory?' with a 'YES'/'NO' response.

⁽²⁾ Adjacent refers to land physically next to, or influenced by, the operation site.

Operations with local community engagement, impact assessments, and development programs

GRI 413-1, 413-2	FY26	FY25	FY24	FY23	FY22
% of sites with formal social impact assessments (SIAs) in place ⁽³⁾	67%	67%	67%	40%	40%
% of sites with formal Community Plans	100%	100%	100%	100%	100%
% of Community Plan actions completed	100%	100%	100%	100%	100%
% of current production assets that have required community consultation	100%	100%	100%	100%	100%
% of development projects that are in the process of community consultation	100%	100%	100%	100%	100%
Number of development projects in the process of community consultation ⁽⁴⁾	2	3	3	3	1

⁽³⁾ SIAs completed for Cowal, Red Lake, Mungari, and Mt Rawdon as at end of FY26.

⁽⁴⁾ Ernest Henry Mine Extension Project and Red Lake permitting consultation in FY26 with preparations in place for Northparkes consultation in FY27.

Grievances mechanisms & outcomes

GRI 2-25, 413-2, 14	FY26	FY25	FY24	FY23	FY22
Total number of community grievances or complaints⁽⁵⁾	1	5	4	5	8
Environmental	—	1	2	1	1
Health & Safety	—	1	—	1	2
Social and communities	—	—	2	1	1
Economic opportunities (e.g. employment & procurement)	—	—	—	1	—
Indigenous rights	—	—	—	—	—
Land and resource use	—	—	—	—	1
Mining practices and activities	1	3	—	1	3
Modern Slavery	—	—	—	—	—
Number of non-technical delays resulting from grievances ⁽⁶⁾	—	—	—	—	—
Duration of non-technical delays resulting from grievances	—	—	—	—	—
Number of grievances or complaints investigated	1	5	4	5	5
Number of remediation plans implemented as a result of an investigation	—	—	—	—	—
Number of grievances or complaints resolved, completed or withdrawn at the end of the year	1	5	4	5	8
% of grievances or complaints resolved, completed or withdrawn at the end of the year	100%	100%	100%	100%	100%

⁽⁵⁾ Specific issue of concern to community members and requires a response from the company and potentially further action.

⁽⁶⁾ As per International Financial Reporting Standards (IFRS) recommendations, delays are instances where community pushback or complaints lead to business scheduled activity timelines not being achieved, for example community protests pushing back to completion of a project.

Cultural Heritage

GRI 411-1, 14, MM6	FY26	FY25	FY24	FY23	FY22
Material Cultural Heritage Incidents	—	—	—	—	—
Material Community Impact Incidents	—	—	—	—	—

Suppliers that were screened using social criteria

GRI 408-1, 409-1, 410-1, 414-1, 14	FY26	FY25	FY24	FY23	FY22
Total active suppliers	4,425	4,343	4,569	3,629	—
% of medium and high-risk suppliers receiving modern slavery questionnaires ⁽⁷⁾	100%	100%	100%	100%	100%
% of medium and high-risk suppliers assessed for modern slavery and human rights risks in the last year ⁽⁸⁾	71%	75%	62%	57%	62%
% of total suppliers assessed where human rights risks have been identified ⁽⁹⁾	—	—	—	—	—
% of human rights risk with mitigation or remediation process implemented	—	—	—	—	—

⁽⁷⁾ A medium to high-risk supplier is a supplier who has been identified as having the potential (through the provision of their goods and services) to breach the policies, standards, practices, values and/or readily accepted business activities, as defined for the particular supply of a good or service.

⁽⁸⁾ For FY26, 71% of questionnaires issued were returned after issuing 158 questionnaires to medium- to high-risk suppliers across Group, Cowal, Ernest Henry, Northparkes, Red Lake, Mungari, and Mt Rawdon.

⁽⁹⁾ No actual or potential modern slavery incidents were identified in our supply chain during FY26 and no investigations required.

Energy & Emissions

Energy consumption within the organisation⁽¹⁾⁽²⁾

[SG 300]	FY26						FY26						
							Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon	Other
Diesel (L)	80,562,680	76,338,538	75,149,379	71,751,825	73,499,769		28,646,168	9,063,747	5,466,678	3,570,611	30,030,784	3,704,962	80,700
Liquid Petroleum Gas (LPG) (L)	3,156,127	2,819,260	3,111,678	2,798,063	3,576,595		1,895,205	25,692	45,486	224,409	660,526	305,268	—
Unleaded Gasoline (ULP) (L)	227,586	97,093	162,508	175,494	186,854		5,807	—	2,687	226,616	—	266	3,108
Pipeline Natural Gas (GJ)	389,364	333,178	307,305	369,206	391,433		—	—	52	369,342	—	64,937	—
Renewable Electricity Purchased from Grid (MWh) ⁽³⁾	613,977	492,360	412,752	245,662	283,691		250,943	—	194,281	79,717	—	—	78
Renewable Electricity Generated On-site (MWh)	22	36	35	45	39		—	—	—	22	—	—	—
Non-Renewable Electricity Purchased from Grid (MWh)	647,068	691,300	746,722	636,070	679,840		84,308	306,643	65,828	47,045	90,415	52,718	111
Non-Renewable Electricity Generated On-site (MWh)	21,981	12,299	8,562	10,038	10,057		—	—	—	—	21,881	—	—
Low-emission Electricity Purchased from Grid (MWh)	117,580	126,011	132,095	83,852	97,634		—	—	—	117,953	—	—	27
Total Electricity Consumption (MWh)	1,450,529	1,322,126	1,300,166	982,667	977,634		334,351	306,643	265,168	244,715	177,256	77,641	214
Total Energy Consumption (GJ)	9,725,312	8,203,426	9,037,163	6,914,947	6,968,818		2,336,724	1,470,597	1,158,157	1,433,203	1,038,273	433,127	4,103
% Total Electricity supplied by the grid	98%	99%	99%	98%	99%								
% Total Renewable Electricity Consumption	44%	37%	32%	27%	25%								
% Total Non-Renewable Electricity Consumption	48%	63%	67%	73%	75%								
% Low-emission Electricity	8%	10%	10%	—	—								

⁽¹⁾ The calculation of energy in National Greenhouse and Energy Reporting (NGER) Act 2007 uses the energy content factors outlined in Schedule 1 of the NGER Determination, which is equivalent to IPCC, and aligns with NGER requirements to represent all emissions under operational control for the relevant financial year. Therefore includes emissions associated with toll treatment at Ernest Henry, 100% of ECUV at Mungari and 100% production for Northparkes in FY26. FY22 adjusted to reflect the divestment of Mt Carbon from operational control.

⁽²⁾ 'Other' includes Corporate and Exploration contributions.

⁽³⁾ Excludes low-emission nuclear energy source at Red Lake. Included in subsequent rows and includes renewable energy associated with large-scale generation facilities (LGCs).

Energy intensity

[SG 300]	FY26						FY26					
							Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Electricity Intensity (per tonne of ore processed) (MWh/t)	0.0464	0.0463	0.0463	0.0476	0.0450		0.0427	0.0547	0.0340	0.2704	0.0366	0.0223
Energy Intensity (per tonne of ore processed) (GJ/t)	0.2894	0.2873	0.2809	0.3301	0.3172		0.3053	0.2622	0.1514	1.5839	0.3800	0.1301
Energy Intensity (per sold ore produced) (GJ/ton)	11.4304	10.7627	10.5388	10.4722	10.7746		8.05	26.71	33.94	11.27	8.06	19.62

Greenhouse gas (GHG) emissions⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾

[SG 300-1, 300-2, 300-4, 300-6]	FY26						FY26						
						Baseline (FY20)	Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon	Other
GHG emissions Scope 1 ft CO ₂ e ⁽⁵⁾	244,524	229,680	225,199	218,531	221,168	231,823	81,019	24,704	15,015	30,387	82,634	10,539	227
GHG emissions Scope 2 ft CO ₂ e ⁽⁶⁾ (Market-based ⁽⁷⁾)	496,812	631,744	582,321	433,387	—	—	112,315	128,790	87,576	11,351	104,078	52,019	107
GHG emissions Scope 2 ft CO ₂ e ⁽⁶⁾ (Location-based ⁽⁸⁾)	650,974	625,670	631,273	431,751	463,753	687,344	213,984	128,790	106,470	11,801	77,676	52,019	104
Total of Scope 1 and 2 ft CO ₂ e ⁽⁹⁾ (Market-based ⁽⁷⁾)	741,336	761,424	808,520	651,918	684,921	919,167	193,333	153,494	102,591	42,311	196,712	62,554	334
Total of Scope 1 and 2 ft CO ₂ e ⁽⁹⁾ (Location-based ⁽⁸⁾)	891,493	851,512	856,472	650,212	854,921	919,167	293,033	153,494	131,451	42,311	110,110	62,554	311
GHG emissions reduction against FY20 baseline ft CO ₂ e ⁽¹⁰⁾ (Market-based ⁽⁷⁾) ⁽¹¹⁾	—19%	—17%	—12%	—7%	—5%	—2%							

⁽¹⁾ The energy and emissions boundary is based on operational control as defined by the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. The applied global warming potential (GWP) rates and emission factors are based on the NGER Act (2007).

⁽²⁾ FY20 FY20 includes emissions whether of the National asset portfolio in each of the respective years. FY20 includes emissions whether of the baseline in alignment with GHG Protocol.

⁽³⁾ Red Lake, Scope 1 - Emissions estimated from all fuel usage (diesel, propane, gasoline and natural gas), oils and greases, explosives and sulphur hexafluoride.

⁽⁴⁾ Red Lake, Scope 2 - Emissions factor sourced from Table 3.2 and 3.3 from "Emission Factors and Reference Values: Canada's Greenhouse Gas Offset Credit System" published by Environment and Climate Change Canada, September 2020 (source: <https://www.canada.ca/en/environment-climate-change/newsroom/2020/09/2020-09-24-environment-climate-change-greenhouse-gas-offset-credit-system-reference-values.html>).

⁽⁵⁾ Scope 1 refers to emissions produced directly by operations, primarily resulting from combustion of various fuels and includes CO₂-equivalent values for greenhouse gases such as CH₄, N₂O and SF₆.

⁽⁶⁾ Scope 2 refers to indirect emissions resulting from the import of electricity from external parties, commonly the electricity grid.

⁽⁷⁾ Calculated using the market-based method, aligned with the Greenhouse Gas (GHG) Protocol which reflects renewable energy purchased, voluntary LGCs surrendered on the Company's behalf, and the Australian national residual mix factor), with the exception of Ernest Henry and Red Lake which are not covered by the national residual mix factor therefore apply local grid factors. Applied from FY23 onwards, in line with formalisation of method.

⁽⁸⁾ Calculated using the location-based method, aligned with the GHG Protocol and NGER reporting, which does not include consideration of voluntary LGCs surrendered on the Company's behalf.

⁽⁹⁾ FY21, FY22 and FY23 results reflective of the operational portfolio and respective baselines at the time. Baseline has been adjusted over time in accordance with GHG Protocol - see previous years' ESG Performance Data sheets for details of historic baseline values.

Emissions intensity (total Scope 1 and 2 emissions)⁽⁵⁾

[SG 300-6]	FY26						FY26					
						Baseline (FY20)	Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
ICQ2-e per tonne material mined (Market-based ⁽⁷⁾)	0.0141	0.0156	0.0148	0.0152	0.0140	0.0175	0.0126	0.0291	0.0195	0.0256	0.0075	N/A
ICQ2-e per tonne material mined (Location-based ⁽⁸⁾)	0.0171	0.0186	0.0158	0.0152	0.0140	0.0175	0.0193	0.0291	0.0345	0.0256	0.0064	N/A
ICQ2-e per tonne material moved (Market-based ⁽⁷⁾)	0.0096	0.0121	0.0119	0.0122	—	—	0.0073	0.0291	0.0080	0.0256	0.0067	0.0178
ICQ2-e per tonne ore processed (Market-based ⁽⁷⁾)	0.0246	0.0266	0.0262	0.0316	0.0319	0.0369	0.0247	0.0274	0.0134	0.0468	0.0386	0.0190
ICQ2-e per sold ounce produced (Market-based ⁽⁷⁾)	0.8707	0.9662	1.0569	1.0012	1.0065	0.8909	0.6509	2.7879	3.0065	0.3328	0.8180	2.8348
ICQ2-e per gold equivalent ounce produced (Market-based ⁽⁷⁾)	0.7553	0.7342	0.7079	0.7412	—	—	0.6509	0.9120	0.7397	0.3328	0.8180	2.8348

Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions⁽¹⁾⁽²⁾

[SG 300-7]	FY26						FY26					
							Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Sulphur oxide SOx (tonnes)	2.12	1.19	2.82	2.90	3.13		0.47	0.15	0.09	0.85	0.50	0.06
Nitrous oxide NOx (tonnes) ⁽³⁾	1,758	1,869	1,688	1,810	1,721		622	169	119	18	717	113
Carbon Monoxide (CO) (tonnes)	1,118	1,150	2,054	2,019	2,003		333	104	64	186	406	35
Particulate matter < 10 um (tonnes) - total	7,827	7,471	7,122	5,275	5,571		3,336	1,048	1,368	41	1,285	749
Particulate matter < 10 um (tonnes) - dust	7,675	7,246	6,886	5,035	5,369		3,292	1,035	1,369	11	1,237	741
Particulate matter < 10 um (tonnes) - exhaust	152	155	213	216	205		44	13	9	30	48	8
Particulate matter < 2.5 um (tonnes)	136	140	222	229	211		40	12	8	23	46	7
Total volatile organic compounds (VOC) (tonnes) ⁽⁴⁾	151	145	125	123	114		47	16	10	26	43	9
Emissions of lead (Pb) and lead compounds (tonnes)	0.67	0.78	0.80	0.66	0.59		0.28	0.02	0.03	—	0.03	0.31
Emissions of mercury (Hg) and mercury compounds (tonnes)	0.0128	0.0133	0.0156	0.0126	0.0188		0.0007	0.0001	0.0003	0.0114	0.0001	0.0002

⁽¹⁾ Calculated in alignment with the Australian National Pollutant Inventory (NPI) and Canadian National Pollutant Release Inventory (NPRI) legislation, guidance, and methodologies, presented in tonnes from FY24 as per International Financial Reporting Standards (IFRS) recommendations.

⁽²⁾ Includes nitric oxide (NO), nitrogen dioxide (NO₂), nitrogen monoxide (or nitrous oxide, N₂O) and nitrogen pentoxide (N₂O₅). For Australian sites, the main source of NOx emissions is calculated using the NPI Combustion Manual, which sources emission factors from the USEPA.

⁽³⁾ Total VOC are defined as any chemical compound based on carbon chains or rings with a vapour pressure greater than 0.01 kPa at 20.1°C (i.e. 68°F). That participate in atmospheric photochemical reactions.

⁽⁴⁾ Current year energy and emissions data may include source data estimates which will be refined in subsequent reporting periods following further data confirmation.

Emitters which do not meet the years of rolling data to completion over time. Where relevant, Emitters will maintain baseline year performance data to enable comparison to the baseline, including FY20 baseline for emissions, water and production data.

- Some figures and percentages may not add up to the total figure or 100 percent due to rounding.

Water Management

Water withdrawal⁽¹⁾

GRI 303-3	FY26	FY25	FY24	FY23	FY22	Baseline (FY20)	FY26					
Total Water Withdrawal (ML)	29,251	27,119	23,195	19,777	20,016	11,668	Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Surface water (ML)	6,812	5,786	4,375	3,717	4,715	4,948	1,820	1,997	1,697	1,451	—	47
Groundwater - mine dewatering (ML)	14,903	15,559	13,089	12,092	11,709	3,034	877	6,796	434	666	6,131	—
Groundwater - borefields (ML)	3,422	2,349	1,397	683	1,342	826	1,736	—	1,449	236	—	—
Rainwater/storm water stored (ML)	3,790	3,130	2,397	2,088	2,039	2,127	—	—	—	500	—	3,290
Municipal (third-party) water (ML)	324	295	1,939	198	210	74	14	—	—	130	179	—
Other (ML)	—	—	—	—	—	79	—	—	—	—	—	—
Total water withdrawn per tonne ore processed (kL/tonne)	0.97	0.95	0.81	0.91	0.92	0.74	0.54	1.57	0.47	3.30	1.30	1.00
Fresh water withdrawn per tonne ore processed (kL/tonne) ⁽²⁾	0.35	0.29	0.22	0.19	0.23	0.40	0.43	0.36	0.41	2.01	0.04	0.01
Number of facilities experiencing water stress ⁽³⁾	—	—	—	—	—	—	No	No	No	No	No	No

⁽¹⁾ FY22-FY26 data reflective of the historic asset portfolio in each of the respective years. FY20 baseline reflective of current asset portfolio.

⁽²⁾ Fresh water withdrawn includes raw water and other water (as defined by GRI 303-3) from external water sources: surface water, groundwater - borefields and municipal (third-party) water.

⁽³⁾ Eustar's determination of water stress is adopted from definitions set in the ICMM Mining with Principles Water Reporting, CEO Water Mandate, WRI Aqueduct Global Water Tool and Water Footprint Network.

Water consumption

GRI 303-3, 303-5	FY26	FY25	FY24	FY23	FY22	FY26					
Total Water Withdrawal (ML)	29,251	27,119	23,195	19,777	20,016	Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Water reused (ML)	14,798	16,868	17,533	14,695	14,663	4,247	5,793	3,580	2,983	6,310	3,337
Water reused (%) ⁽¹⁾	51%	62%	76%	78%	73%	4,130	3,921	3,083	1,149	2,248	267
						97%	45%	86%	39%	36%	8%

⁽¹⁾ Water reused for various mining activities on site depending on suitability of quality, including make-up water within the processing plant and for dust suppression.

⁽²⁾ The percentage water reused is calculated as the total water reused divided by the total water withdrawal (as defined by GRI 303-3) and is the sum of all water that has been withdrawn from surface water, groundwater, rainwater and municipal water.

Water discharge

GRI 303-4	FY26	FY25	FY24	FY23	FY22	FY26					
Water Discharged to Fresh Water Bodies (ML)	10,600	5,860	6,436	8,542	7,141	Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Drainage that leads to rivers, lakes, wetlands (kL)	4,918	1,663	2,657	4,180	3,293	400	4,311	89	2,772	2,954	74
Drainage that leads directly to ocean (kL)	—	—	—	—	—	187	4,003	0	0	728	0
Land - dust suppression (kL)	—	—	—	—	—	0	0	0	0	0	0
Land - irrigation (kL)	1,232	1,214	1,458	1,557	1,089	214	268	89	0	587	74
Land - irrigation (kL)	40	38	84	67	22	0	40	0	0	0	0
Groundwater - Other (kL)	1,639	156	268	—	168	0	0	0	0	1,639	0
Discharge to municipal water (kL)	—	—	—	—	—	0	0	0	0	0	0
Treatment facilities (offsite only) (kL)	—	—	—	—	—	0	0	0	0	0	0
Other (kL)	2,772	2,789	1,968	2,738	2,570	0	0	0	2,772	0	0

Notes:

- Eustar elects to present five years of rolling data for comparison over time. Where relevant, Eustar will maintain baseline year performance data to enable comparison to the baseline, including FY20 baseline for emissions, water and production data.

- Some figures and percentages may not add up to the total figure or 100 percent due to rounding.

Materials, Tailings & Waste

Production⁽¹⁾

GRI 101-2, 305-5, 302-1													
	FY26	FY25	FY24	FY23	FY22	Baseline (FY26)		Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
Total ore processed (tonnes)	30,162,867	28,577,711	28,688,311	20,654,948	21,492,687	15,065,302		7,831,172	5,609,136	7,449,828	604,855	4,839,899	3,328,177
Total gold (oz)	763,680	762,773	764,526	651,155	624,563	624,133		297,029	55,090	34,123	127,158	228,242	22,067
Total copper (tonnes)	72,607	83,382	89,384	47,348	—	—		—	37,751	34,856	—	—	—
Total gold equivalent ounce (oz) ⁽²⁾	981,498	1,037,139	1,141,429	879,492	—	—		297,029	168,312	138,689	127,158	228,242	22,067
Total ore mined (tonnes)	24,373,672	26,676,227	32,565,350	26,294,608	22,593,596	10,736,000		7,381,855	5,222,729	5,265,084	893,385	5,610,819	—
Total ore rehandled (tonnes)	24,575,115	16,778,652	13,368,074	10,461,681	—	—		11,117,833	—	7,525,677	—	2,824,746	3,510,860
Total waste mined (tonnes)	26,122,004	17,323,228	19,321,635	16,530,148	26,305,086	31,563,000		7,921,748	55,333	—	0	19,382,919	—
Total material mined (tonnes)	52,495,876	46,001,455	54,314,258	42,824,756	46,896,683	42,299,000		15,303,603	5,278,062	5,265,084	1,655,388	24,993,739	—
Total material moved (tonnes) ⁽³⁾	77,474,991	62,780,377	67,712,332	53,286,437	—	—		26,421,436	5,278,062	12,790,760	1,655,388	27,818,485	3,510,860

⁽¹⁾ Includes tail treatment at Ernest Henry, SLCF at Mungari and 100% production for Northparkes (for alignment with NGER requirements) therefore data may differ from Ecolution's separately reported production data aligned to different ownership structures and time periods. Reflects the cessation of mining and move to rehandle at Mt Rawdon in FY25, and the divestment of Mt Carlton from operational control in FY22.

⁽²⁾ Calculated using standard gold equivalent ounce calculation of total copper (tonnes) divided by a calculation of average gold price for the year (A\$) divided by copper price for the year (A\$) plus gold ounces (inclusive gold and copper).

⁽³⁾ Includes total material mined and total material rehandled.

Total waste generated (non-mineral waste)

305-4, 305-5, 302-1													
	FY26	FY25	FY24	FY23	FY22		Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon	
Total non-hazardous waste generated (tonnes)	17,667	23,278	23,446	17,825	10,856		4,060	3,843	1,992	4,434	2,329	909	
Total hazardous waste generated (tonnes) ⁽¹⁾	6,436	10,455	8,950	5,832	5,159		3,431	2,191	409	586	963	857	
Hazardous waste landfilled	773	619	204	95	—		58	8	21	70	604	13	
Hazardous waste incinerated with energy recovery	131	111	114	122	—		—	—	—	131	—	—	
Hazardous waste incinerated without energy recovery	0	—	—	4	—		—	—	—	—	—	—	
Hazardous waste otherwise disposed	3,008	3,432	4,711	3,560	—		921	928	97	32	195	835	
Hazardous waste otherwise diverted from disposal ⁽²⁾	2,146	2,674	—	—	—		1,620	489	—	—	36	—	
Hazardous waste recycled	2,378	3,619	3,960	—	—		633	765	291	354	127	9	
% Hazardous waste recycled	54 %	60 %	44 %	—	—		83 %	61 %	29 %	32 %	12 %	1 %	
Total waste generated (tonnes)	26,103	33,733	32,436	23,658	16,019		7,491	6,134	2,401	5,020	3,262	1,768	
Total waste recycled (tonnes)	16,390	16,913	13,522	7,542	6,136		3,880	2,432	1,656	956	616	849	
% Waste recycled (tonnes)	46 %	50 %	42 %	32 %	38 %		62 %	40 %	69 %	19 %	19 %	48 %	

⁽¹⁾ Excludes fines and heavy fractions along with hazardous waste. Existing operations and plans are in alignment with applicable jurisdictional laws and regulations as per International Financial Reporting Standards (IFRS) recommendations.

⁽²⁾ Examples include oil/water, waste water and contaminated soil.

Mineral waste

301-2, 305-4, 305-5, MM1, 14													
	FY26	FY25	FY24	FY23	FY22		Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon	
Total waste mined (tonnes)	26,122,004	17,323,229	19,321,635	16,530,148	27,088,189		7,921,748	55,333	—	762,003	19,382,919	—	
Solids in tailings (tonnes)	28,038,721	26,411,348	27,578,309	20,267,666	21,315,976		—	5,533,029	7,564,848	761,028	4,055,048	3,328,177	
Pastefill (tonnes)	1,421,336	1,374,546	496,364	414,985	428,923		1,043,141	—	—	160,047	216,151	—	
Backfilling - waste rock (tonnes)	—	—	25,407	—	25,658		—	—	—	—	—	—	
Explosives (tonnes)	14,642	15,857	16,373	15,129	16,880		—	—	—	—	—	—	
Total mineral waste generated (tonnes)	56,160,725	43,734,577	46,899,844	36,797,814	46,404,166		4,252	2,442	783	1,843	5,323	—	
Total mineral waste recycled (tonnes)	1,421,336	1,374,546	521,797	414,985	455,881		14,719,342	5,988,362	7,564,848	1,923,029	23,437,967	3,328,177	
							1,043,141	—	—	160,047	216,151	—	

Non-mineral waste

GRI 301-2, 306-4, 306-5														
	FY26	FY25	FY24	FY23	FY22			Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon	
Offsite landfill (tonnes)	4,175	6,105	5,044	4,791	4,402			1,070	99	647	1,156	1,127	76	
Onsite landfill (tonnes)	2,863	2,607	2,562	1,867	2,223			—	2,185	—	—	672	—	
Recycling / reuse (tonnes)	9,461	14,741	12,835	6,955	6,089			3,686	2,191	1,531	604	600	849	
Tires disposed of onsite (tonnes)	597	235	—	—	8			—	—	—	—	597	—	
Tires incinerated (tonnes)	—	—	—	—	4			—	—	—	—	—	—	
Tires disposed of offsite (tonnes)	7	240	8	4	282			—	—	—	—	—	—	
Tires recycled/reused (tonnes)	929	2,173	687	587	49			194	242	125	352	16	—	
Incinerated (tonnes)	1,320	1,300	5,515	5,897	1			—	0	—	1,319	—	—	
Composted (tonnes)	1	3	—	—	—			—	—	—	—	—	—	
Other - diverted from disposal (tonnes)	2,145	2,671	1,072	—	—			1,620	488	—	—	36	—	
Other - directed to disposal (tonnes)	1,696	431	317	—	—			—	—	—	1,556	139	—	
Other - septic waste (tonnes)	2,909	3,227	4,364	3,556	2,906			921	928	97	32	97	835	
Total non-mineral waste generated (tonnes)	24,103	33,723	32,451	23,613	16,013			7,471	6,124	2,401	5,003	3,212	1,758	
Total Non-Mineral Waste Recycled (tonnes)	16,390	16,913	13,522	7,542	6,136			3,880	2,432	1,656	956	616	849	

Tailings

	FY26		Cowal	Ernest Henry	Northparkes	Red Lake	Mungari	Mt Rawdon
GRI 101-2, 103								
Active TSF	10		1	1	3	2	2	1
Inactive TSF	8		—	—	2	3	—	—
		Downstream, upstream and integrated waste landform (IWL)	Downstream / IWL, Upstream	Upstream / Rock Butressing	Upstream	Upstream / downstream	Upstream	Upstream / Rock Butressing
Construction type								

Notes:

Exclusion refers to present five years of rolling data for comparison over time. Where relevant, Ecolution will maintain baseline year performance data to enable comparison to the baseline, including FY22 baseline for emissions, water and production data.

Some figures and percentages may not add up to the total figure or 100 percent due to rounding.

Environmental Stewardship

Habitats protected or restored

GRI 101-4, 101-5, GRI 14, MM1, MM10	FY26	FY25	FY24	FY23	FY22
Land disturbed (ha)	9,134	8,856	8,632	7,056	7,038
Land rehabilitated (ha)	1,020	1,025	1,118	1,109	752
Sites with protected conservation status ⁽¹⁾	1	1	1	1	1

⁽¹⁾ Lake Cowal

Biodiversity management plans

GRI 101-2, MM2	FY26	FY25	FY24	FY23	FY22
% of total sites identified as requiring biodiversity management plans ⁽²⁾	100%	100%	100%	100%	100%
% of sites with plans in place	100%	100%	100%	100%	100%

⁽²⁾ All sites require a Biodiversity Management Plan as per the Sustainability and Strategic Planning Standards.

Cyanide management

	FY26	FY25	FY24	FY23	FY22
Cyanide use (tonnes)	4,494	4,020	3,747	3,600	3,480
Number of sites that are cyanide code signatories ⁽³⁾	2	2	2	2	2

⁽³⁾ Cowal and Red Lake

Spills

GRI 306-3	FY26	FY25	FY24	FY23	FY22
Total number of significant spills ⁽⁴⁾	—	—	—	—	—
Total volume of significant spills (kL)	—	—	—	6	45
% of spills recovered	N/A	N/A	N/A	83%	75%

⁽⁴⁾ 'Significant' classification is determined in alignment with our Risk Assessment Matrix using a scale of 1-5, with level 3 and above considered significant. The International Cyanide Management Code (ICMC) has established notification requirements for 'Significant Cyanide Incidents' as defined in their Definitions and Acronyms resource. Evolution did not have any events which triggered the ICMC requirements for notification.

Environmental incidents - incident level

GRI 2-27	FY26	FY25	FY24	FY23	FY22
Extreme	—	—	—	—	—
Major	—	—	—	—	—
Moderate	1	1	2	1	1
Minor	15	15	11	21	15
Very minor	131	111	108	100	121
Monetary fines (>US\$10,000) ⁽⁵⁾⁽⁶⁾	—	—	2	—	—

⁽⁵⁾ Number of monetary fines aligned with reporting significant fines (>US\$10,000) and non-monetary sanctions for non-compliance with environmental laws and/or regulations with reference to S&P Global and GRI 2-27 General Disclosures.

⁽⁶⁾ In alignment with International Financial Reporting Standards (IFRS), there were no water or waste-related events in FY26 that resulted in a significant monetary fine.

Notes:

- Evolution elects to present five years of rolling data for comparison over time. Where relevant, Evolution will maintain baseline year performance data to enable comparison to the baseline, including FY20 baseline for emissions, water and production data.

- Some figures and percentages may not add up to the total figure or 100 percent due to rounding.

Case Studies

Name	Site	Material Topic	Location
Lasting legacy: Mt Rawdon supports innovative projects for First Nations partners, communities and the environment in the lead-up to closure	MRO	Mine closure, rehabilitation and legacy; Community and stakeholder engagement; Environmental impacts and waste (incl circular economy); Tailings management; Land use and biodiversity; Cultural heritage and Indigenous stakeholder outcomes	Report & Online
Evolution's inaugural Tailings Forum sparks collective action	ALL	Tailings management	Online
Our operations test, trial and implement solutions for enhanced biodiversity and tailings management outcomes	ALL	Environmental impacts and waste (incl circular economy); Land use and biodiversity; Tailings management; Mine closure, rehabilitation and legacy	Online
Cowal celebrates 20 years of operations with community at the Hearts of Gold Festival	CGO	Community and stakeholder engagement	Online
Mungari supports integral community facility through Evolution Mining Stadium and Northparkes encourages local medical and training opportunities	NPO / MGO	Community and stakeholder engagement	Online
Supporting and improving childcare facilities is integral in regional communities	NPO / EHO	Community and stakeholder engagement	Online
Evolution supports continued development of its people	DISC / ALL	Skills, education and training; Community and stakeholder engagement	Report & Online
Cowal supports mental health through the Survivor Golf Series	CGO	Community and stakeholder engagement; Work health, safety and wellbeing	Online
Ernest Henry and Rural Aid partner to support those impacted by floods	EHO	Crisis response; Community and stakeholder engagement	Online
Ernest Henry contributes to the North West Queensland community with the opening of the LifeFlight Mount Isa Base	EHO	Work health, safety and wellbeing; Community and stakeholder engagement	Online
Evolution and Todaybreak celebrate the launch of Kenora Regional Hub	RLO / MGO	Work health, safety and wellbeing; Community resilience; Community and stakeholder engagement	Report & Online
Red Lake Operations' Collaboration Agreement provides valuable learning opportunities	RLO	Cultural heritage and Indigenous stakeholder engagement	Online
Northparkes supports Peak Hill Local Aboriginal Land Council for first repatriation of cultural heritage artefacts	NPO	Cultural heritage and Indigenous stakeholder engagement	Report & Online
Showcasing the stories of Galarri: the company, the farm and the individuals who make it come together	CGO	Cultural heritage and Indigenous stakeholder engagement	Report & Online
Progress made in Reconciliation	ALL	Sustainable Procurement; Cultural heritage and Indigenous stakeholder outcomes	Report & Online
Net zero progress update: Cowal's ventilation on demand and Caterpillar Pathways to Sustainability Program	CGO / EHO	Climate risk and resilience; Energy and emissions	Report & Online
Evolution celebrates our people, flexible working programs and recognition during International Women's Day	GRP / NPO	Inclusion and diversity	Online

Notes:

* Case study titles may vary from what appears in the Sustainability Report, 'Case studies' or 'News' pages on our website due to various reasons. This can include additional context being added to a 'News' article or several 'News' articles being grouped together.

References

Reference*	Type	Material Topics
Anti-Bribery and Corruption Policy	Policy	Governance and Ethics
Audit Committee Charter	Charter	Governance and Ethics
Board Charter	Charter	Governance and Ethics
Board Code of Conduct	Code of Conduct	Governance and Ethics
Climate Report	Report	Climate Risk and Resilience; Energy and Emissions
Climate Risk Position Statement	Statement	Climate Risk and Resilience; Water Management; Energy and Emissions
Company Constitution	Constitution	Governance and Ethics
Compliance	Website	Governance and Ethics
Contact Details	Website	Community and Stakeholder Engagement
Continuous Disclosure Policy	Policy	Community and Stakeholder Engagement
Corporate Governance	Website	Governance and Ethics
Corporate Governance Statement	Statement	Diversity and Inclusion; Governance and Ethics; Community and Stakeholder Engagement; Cultural Heritage and Indigenous Stakeholder Outcomes; Modern Slavery and Human Rights; Work Health, Safety & Wellbeing; Environmental Impacts and Waste (incl. Circular Economy); Land Use and Biodiversity; Tailings Management; Water Management; Energy and Emissions
Employee Code of Conduct	Code of Conduct	Community and Stakeholder Engagement; Governance and Ethics
External Communications Policy	Policy	Community and Stakeholder Engagement
FY26 Financial Report	Report	Economic Performance; Governance and Ethics
Gender Pay Gap Statement	Statement	Diversity and Inclusion; Talent Attraction, Retention and Employee Engagement
Inclusion and Diversity Policy	Policy	Diversity and Inclusion; Talent Attraction, Retention and Employee Engagement
Modern Slavery Statement (including Report to the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023)	Statement	Modern Slavery and Human Rights; Sustainable Procurement
Nomination and Remuneration Committee Charter	Charter	Governance and Ethics; Diversity and Inclusion
Our journey	Website	
Our leadership	Website	
Our people	Website	
Our operations	Website	
Procurement Statement (to be transitioned to Procurement Policy)	Statement	Work Health, Safety & Wellbeing; Energy and Emissions; Community and Stakeholder Engagement; Environmental Impacts and Waste (incl. Circular Economy); Cultural Heritage and Indigenous Stakeholder Outcomes; Governance and Ethics; Modern Slavery and Human Rights; Sustainable Procurement
Risk and Sustainability Committee Charter	Charter	Work Health, Safety & Wellbeing; Energy and Emissions; Climate Risk and Resilience; Community and Stakeholder Engagement; Tailings Management; Environmental Impacts and Waste (incl. Circular Economy); Cultural Heritage and Indigenous Stakeholder Outcomes; Governance and Ethics
Securities Trading Policy	Policy	Community and Stakeholder Engagement
Shareholder Communication Policy	Policy	Community and Stakeholder Engagement
Social Media Policy	Policy	Community and Stakeholder Engagement
Supplier Code of Conduct	Code of Conduct	Work Health, Safety & Wellbeing; Energy and Emissions; Community and Stakeholder Engagement; Environmental Impacts and Waste (incl. Circular Economy); Cultural Heritage and Indigenous Stakeholder Outcomes; Governance and Ethics; Modern Slavery and Human Rights; Sustainable Procurement
Suppliers Terms and Conditions (see 'Information for our suppliers' section)	Website	Modern Slavery and Human Rights; Sustainable Procurement
Sustainability and Strategic Planning Standards	Standard	Work Health, Safety & Wellbeing; Environmental Impacts and Waste (incl. Circular Economy); Land Use and Biodiversity; Mine Closure, Rehabilitation and Legacy; Energy and Emissions; Tailings Management; Water Management; Cultural Heritage and Indigenous Stakeholder Outcomes; Modern Slavery and Human Rights; Governance and Ethics; Community and Stakeholder Engagement; Climate Risk and Resilience
Sustainability and Strategic Planning Policy	Policy	Diversity and Inclusion; Energy and Emissions; Talent Attraction, Retention and Employee Engagement; Community and Stakeholder Engagement; Cultural Heritage and Indigenous Stakeholder Outcomes; Modern Slavery and Human Rights; Governance and Ethics
Sustainability website	Website	
Tailings Storage Facility Management Disclosure (previously known as Church of England Disclosure)	Statement	Tailings Management
Tailings Storage Facilities Governance Committee Charter	Charter	Tailings Management
Tax Governance Statement	Statement	Governance and Ethics
Tax Governance Policy	Policy	Governance and Ethics
Whistleblower Policy	Policy	Governance and Ethics
Whistleblower Standard	Standard	Governance and Ethics
Workplace Gender Equality Public Report 2025	Report	Diversity and Inclusion

* In alphabetical order

UNGC Index

Purpose:

- Evolution's 2026 Annual and Sustainability Report contributes to our Communication on Progress also presented on the UNGC Platform, an annual disclosure to stakeholders on progress made in implementing the Ten Principles of the UN Global Compact in the areas of human rights, labour, environment and anti-corruption.
- We provide this index corresponding to our progress in implementing the Ten Principles. As a signatory of the UNGC, we strive to embrace its core values and promote these values within our sphere of influence.

Theme	Principle	EVN Response
Human Rights	Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights	- Annual and Sustainability Report - modern slavery and human rights, communities - Sustainability and Strategic Planning Policy - Modern Slavery Statement (including Report to the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023) - Supplier Code of Conduct - Procurement Statement - Sustainability and Strategic Planning Standards - Social Responsibility Standards - Additional information can be found on our website at evolutionmining.com
	Principle 2 Make sure that they are not complicit in human rights abuses	- Annual and Sustainability Report - modern slavery and human rights, communities - Sustainability and Strategic Planning Policy - Modern Slavery Statement (including Report to the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023) - Supplier Code of Conduct - Procurement Statement - Sustainability and Strategic Planning Standards - Social Responsibility Standards - Additional information can be found on our website at evolutionmining.com
Labour	Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	- Annual and Sustainability Report - communities, people - Sustainability and Strategic Planning Standards - Social Responsibility Standards - Additional Information can be found on our website at evolutionmining.com.au - GRI Content Index indicator 2-30 and 407-1 and additional GRI 14: Mining Sector 2024 V1.1 disclosures
	Principle 4 The elimination of all forms of forced and compulsory labour	- Annual and Sustainability Report - modern slavery and human rights - Modern Slavery Statement (including Report to the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023) - Supplier Code of Conduct - Procurement Statement - Sustainability and Strategic Planning Standards - Social Responsibility Standards - Additional information can be found on our website at evolutionmining.com
	Principle 5 The effective abolition of child labour	- Annual and Sustainability Report - modern slavery and human rights, people - Modern Slavery Statement (including Report to the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023) - Supplier Code of Conduct - Procurement Statement - Sustainability and Strategic Planning Standards - Social Responsibility Standards - Additional information can be found on our website at evolutionmining.com
	Principle 6 The elimination of discrimination in respect of employment and occupation	- Annual and Sustainability Report - modern slavery and human rights, people - Inclusion and Diversity Policy - Gender Pay Gap Statement - Modern Slavery Statement (including Report to the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023) - Supplier Code of Conduct - Procurement Statement - Sustainability and Strategic Planning Standards - Social Responsibility Standards - Additional information can be found on our website at evolutionmining.com
Environment	Principle 7 Businesses should support a precautionary approach to environmental challenges	- Annual and Sustainability Report - environment, climate risk and resilience - Climate Risk Position Statement - Tailings Storage Facilities Governance Committee Charter - Tailings Storage Facility Management Disclosure - Sustainability and Strategic Planning Policy - Sustainability and Strategic Planning Standard - Environmental Standards - Supplier Code of Conduct - Additional information can be found on our website at evolutionmining.com
	Principle 8 Undertake initiatives to promote greater environmental responsibility	- Annual and Sustainability Report - risk management, environment, climate risk and resilience - Sustainability and Strategic Planning Policy - Sustainability and Strategic Planning Standard - Environmental Standards, Social Responsibility Standards - Supplier Code of Conduct - Additional information can be found on our website at evolutionmining.com
	Principle 9 Encourage the development and diffusion of environmentally friendly technologies	- Annual and Sustainability Report - risk management, environment, climate risk and resilience - Sustainability and Strategic Planning Policy - Sustainability and Strategic Planning Standard - Environmental Standards, Social Responsibility Standards - Supplier Code of Conduct - Additional information can be found on our website at evolutionmining.com
Anti-Corruption	Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery	- Annual and Sustainability Report - economic performance, Governance and assurance - Employee Code of Conduct - Board Code of Conduct - Anti-Corruption and Bribery Policy - Tax Governance Statement - Tax Governance Policy - Additional information can be found on our website at evolutionmining.com

TNFD Index

Purpose

- The Financial Stability Board Task Force on Nature-related Financial Disclosure (TNFD) has developed voluntary, consistent nature-related financial risk disclosures for use by companies in providing information to investors, lenders, insurers and other stakeholders.

- The following index provides links to EVN's disclosures on nature-related risks and opportunities as recommended by the TNFD.

- The following index provides links to EVN's disclosures on nature-related risks and opportunities as recommended by the TNFD:

[illegible]

IFRS (incl TCFD) Index

[illegible]

	Area	Business	Value Proposition	Key Features	Business Goals
A	1.0	Product	Develop a new product line that addresses the needs of the target market.	Product A: A new line of eco-friendly, sustainable clothing made from organic cotton and recycled materials. Product B: A new line of smart, wearable technology that tracks health and fitness metrics. Product C: A new line of luxury, high-end home decor items made from sustainable materials.	1.0.1 Increase sales volume by 20% in the first quarter. 1.0.2 Launch Product A by Q2 and Product B by Q3. 1.0.3 Achieve a 15% increase in customer satisfaction scores.
	2.0	Marketing	Implement a comprehensive marketing strategy to promote the new product line.	Marketing A: A social media campaign featuring influencers and user-generated content. Marketing B: A targeted email marketing campaign. Marketing C: A series of webinars and workshops.	2.0.1 Increase website traffic by 30% in the first quarter. 2.0.2 Generate 500 new leads by Q2. 2.0.3 Achieve a 10% increase in social media engagement.
	3.0	Logistics	Optimize the supply chain and distribution network to ensure timely delivery.	Logistics A: A new distribution center in the Midwest. Logistics B: A new fleet of delivery vehicles. Logistics C: A new logistics management system.	3.0.1 Reduce shipping costs by 10% in the first quarter. 3.0.2 Improve delivery times by 15% by Q2. 3.0.3 Achieve a 95% on-time delivery rate.
	4.0	Customer Support	Enhance customer support services to improve the overall customer experience.	Customer Support A: A new customer support team. Customer Support B: A new customer support portal. Customer Support C: A new customer support training program.	4.0.1 Increase customer satisfaction scores by 10% in the first quarter. 4.0.2 Reduce customer support tickets by 15% by Q2. 4.0.3 Achieve a 90% first-time resolution rate.
	5.0	Financial	Monitor and manage the financial performance of the new product line.	Financial A: A new financial reporting system. Financial B: A new financial forecasting model. Financial C: A new financial risk management strategy.	5.0.1 Increase profit margins by 5% in the first quarter. 5.0.2 Reduce financial risk by 10% by Q2. 5.0.3 Achieve a 95% budget adherence rate.
	6.0	Human Resources	Recruit and hire new talent to support the growth of the new product line.	Human Resources A: A new recruitment strategy. Human Resources B: A new hiring process. Human Resources C: A new employee training program.	6.0.1 Increase the number of new hires by 20% in the first quarter. 6.0.2 Reduce time-to-hire by 15% by Q2. 6.0.3 Achieve a 90% employee retention rate.
	7.0	Operations	Optimize the internal operations of the new product line.	Operations A: A new operations management system. Operations B: A new inventory management system. Operations C: A new quality control process.	7.0.1 Increase operational efficiency by 10% in the first quarter. 7.0.2 Reduce inventory levels by 15% by Q2. 7.0.3 Achieve a 95% quality control rate.
	8.0	Technology	Implement new technology to support the growth of the new product line.	Technology A: A new CRM system. Technology B: A new ERP system. Technology C: A new data analytics platform.	8.0.1 Increase system uptime by 99.9% in the first quarter. 8.0.2 Reduce system downtime by 15% by Q2. 8.0.3 Achieve a 95% data accuracy rate.
	9.0	Legal	Ensure compliance with all relevant laws and regulations.	Legal A: A new legal review process. Legal B: A new legal compliance program. Legal C: A new legal risk management strategy.	9.0.1 Increase legal compliance scores by 10% in the first quarter. 9.0.2 Reduce legal risk by 15% by Q2. 9.0.3 Achieve a 95% legal risk management rate.
	10.0	Overall	Monitor and manage the overall performance of the new product line.	Overall A: A new overall performance dashboard. Overall B: A new overall performance report. Overall C: A new overall performance review process.	10.0.1 Increase overall performance scores by 10% in the first quarter. 10.0.2 Reduce overall performance risk by 15% by Q2. 10.0.3 Achieve a 95% overall performance management rate.
B	1.0	Product	Develop a new product line that addresses the needs of the target market.	Product A: A new line of eco-friendly, sustainable clothing made from organic cotton and recycled materials. Product B: A new line of smart, wearable technology that tracks health and fitness metrics. Product C: A new line of luxury, high-end home decor items made from sustainable materials.	1.0.1 Increase sales volume by 20% in the first quarter. 1.0.2 Launch Product A by Q2 and Product B by Q3. 1.0.3 Achieve a 15% increase in customer satisfaction scores.
	2.0	Marketing	Implement a comprehensive marketing strategy to promote the new product line.	Marketing A: A social media campaign featuring influencers and user-generated content. Marketing B: A targeted email marketing campaign. Marketing C: A series of webinars and workshops.	2.0.1 Increase website traffic by 30% in the first quarter. 2.0.2 Generate 500 new leads by Q2. 2.0.3 Achieve a 10% increase in social media engagement.
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C	1.0	Product	Develop a new product line that addresses the needs of the target market.	Product A: A new line of eco-friendly, sustainable clothing made from organic cotton and recycled materials. Product B: A new line of smart, wearable technology that tracks health and fitness metrics. Product C: A new line of luxury, high-end home decor items made from sustainable materials.	1.0.1 Increase sales volume by 20% in the first quarter. 1.0.2 Launch Product A by Q2 and Product B by Q3. 1.0.3 Achieve a 15% increase in customer satisfaction scores.
	2.0	Marketing	Implement a comprehensive marketing strategy to promote the new product line.	Marketing A: A social media campaign featuring influencers and user-generated content. Marketing B: A targeted email marketing campaign. Marketing C: A series of webinars and workshops.	2.0.1 Increase website traffic by 30% in the first quarter. 2.0.2 Generate 500 new leads by Q2. 2.0.3 Achieve a 10% increase in social media engagement.
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	6.0	Human Resources	Recruit and hire new talent to support the growth of the new product line.	Human Resources A: A new recruitment strategy. Human Resources B: A new hiring process. Human Resources C: A new employee training program.	6.0.1 Increase the number of new hires by 20% in the first quarter. 6.0.2 Reduce time-to-hire by 15% by Q2. 6.0.3 Achieve a 90% employee retention rate.
	7.0	Operations	Optimize the internal operations of the new product line.	Operations A: A new operations management system. Operations B: A new inventory management system. Operations C: A new quality control process.	7.0.1 Increase operational efficiency by 10% in the first quarter. 7.0.2 Reduce inventory levels by 15% by Q2. 7.0.3 Achieve a 95% quality control rate.
	8.0	Technology	Implement new technology to support the growth of the new product line.	Technology A: A new CRM system. Technology B: A new ERP system. Technology C: A new data analytics platform.	8.0.1 Increase system uptime by 99.9% in the first quarter. 8.0.2 Reduce system downtime by 15% by Q2. 8.0.3 Achieve a 95% data accuracy rate.
	9.0	Legal	Ensure compliance with all relevant laws and regulations.	Legal A: A new legal review process. Legal B: A new legal compliance program. Legal C: A new legal risk management strategy.	9.0.1 Increase legal compliance scores by 10% in the first quarter. 9.0.2 Reduce legal risk by 15% by Q2. 9.0.3 Achieve a 95% legal risk management rate.
	10.0	Overall	Monitor and manage the overall performance of the new product line.	Overall A: A new overall performance dashboard. Overall B: A new overall performance report. Overall C: A new overall performance review process.	10.0.1 Increase overall performance scores by 10% in the first quarter. 10.0.2 Reduce overall performance risk by 15% by Q2. 10.0.3 Achieve a 95% overall performance management rate.
D	1.0	Product	Develop a new product line that addresses the needs of the target market.	Product A: A new line of eco-friendly, sustainable clothing made from organic cotton and recycled materials. Product B: A new line of smart, wearable technology that tracks health and fitness metrics. Product C: A new line of luxury, high-end home decor items made from sustainable materials.	1.0.1 Increase sales volume by 20% in the first quarter. 1.0.2 Launch Product A by Q2 and Product B by Q3. 1.0.3 Achieve a 15% increase in customer satisfaction scores.
	2.0	Marketing	Implement a comprehensive marketing strategy to promote the new product line.	Marketing A: A social media campaign featuring influencers and user-generated content. Marketing B: A targeted email marketing campaign. Marketing C: A series of webinars and workshops.	2.0.1 Increase website traffic by 30% in the first quarter. 2.0.2 Generate 500 new leads by Q2. 2.0.3 Achieve a 10% increase in social media engagement.
	3.0	Logistics	Optimize the supply chain and distribution network to ensure timely delivery.	Logistics A: A new distribution center in the Midwest. Logistics B: A new fleet of delivery vehicles. Logistics C: A new logistics management system.	3.0.1 Reduce shipping costs by 10% in the first quarter. 3.0.2 Improve delivery times by 15% by Q2. 3.0.3 Achieve a 95% on-time delivery rate.
	4.0	Customer Support	Enhance customer support services to improve the overall customer experience.	Customer Support A: A new customer support team. Customer Support B: A new customer support portal. Customer Support C: A new customer support training program.	4.0.1 Increase customer satisfaction scores by 10% in the first quarter. 4.0.2 Reduce customer support tickets by 15% by Q2. 4.0.3 Achieve a 90% first-time resolution rate.
	5.0	Financial	Monitor and manage the financial performance of the new product line.	Financial A: A new financial reporting system. Financial B: A new financial forecasting model. Financial C: A new financial risk management strategy.	5.0.1 Increase profit margins by 5% in the first quarter. 5.0.2 Reduce financial risk by 10% by Q2. 5.0.3 Achieve a 95% budget adherence rate.
	6.0	Human Resources	Recruit and hire new talent to support the growth of the new product line.	Human Resources A: A new recruitment strategy. Human Resources B: A new hiring process. Human Resources C: A new employee training program.	6.0.1 Increase the number of new hires by 20% in the first quarter. 6.0.2 Reduce time-to-hire by 15% by Q2. 6.0.3 Achieve a 90% employee retention rate.
	7.0	Operations	Optimize the internal operations of the new product line.	Operations A: A new operations management system. Operations B: A new inventory management system. Operations C: A new quality control process.	7.0.1 Increase operational efficiency by 10% in the first quarter. 7.0.2 Reduce inventory levels by 15% by Q2. 7.0.3 Achieve a 95% quality control rate.
	8.0	Technology	Implement new technology to support the growth of the new product line.	Technology A: A new CRM system. Technology B: A new ERP system. Technology C: A new data analytics platform.	8.0.1 Increase system uptime by 99.9% in the first quarter. 8.0.2 Reduce system downtime by 15% by Q2. 8.0.3 Achieve a 95% data accuracy rate.
	9.0	Legal	Ensure compliance with all relevant laws and regulations.	Legal A: A new legal review process. Legal B: A new legal compliance program. Legal C: A new legal risk management strategy.	9.0.1 Increase legal compliance scores by 10% in the first quarter. 9.0.2 Reduce legal risk by 15% by Q2. 9.0.3 Achieve a 95% legal risk management rate.
	10.0	Overall	Monitor and manage the overall performance of the new product line.	Overall A: A new overall performance dashboard. Overall B: A new overall performance report. Overall C: A new overall performance review process.	10.0.1 Increase overall performance scores by 10% in the first quarter. 10.0.2 Reduce overall performance risk by 15% by Q2. 10.0.3 Achieve a 95% overall performance management rate.