

CHIEF EXECUTIVE'S ADDRESS ANNUAL GENERAL MEETING 22 MAY 2025

Thank you, Chair, and good morning everyone, I would also like to acknowledge the traditional owners and bring the best wishes of my people the Muruwari, from north western NSW.

I also begin by recognising our strong safety performance in 2024, maintaining a zero all-injury frequency rate. This outcome reflects the commitment of all involved to creating and sustaining a safe working environment and was achieved despite a number of changes and transitions occurring during the year.

2024 was a year of delivery and transition. The successful handover of the management of the Ranger Rehabilitation Project to Rio Tinto marked the beginning of a new chapter. Rio Tinto's rehabilitation and closure expertise is now being applied to key project delivery milestones.

A highlight for the year has been the advancement of Pit 3 rehabilitation. We successfully transitioned to dry capping, installed the first geotextile panels, and mobilised contractors for the full capping program. Our amphirolling fleet commenced operation, accelerating tailings drying and enabling improved project scheduling.

Water management remains critical. In 2024, we safely executed a major Brine Concentrator maintenance shutdown and refined our wet season water release strategy to optimise storage capacity while maintaining compliance with regulatory discharge requirements.

We also continued to support the economic transition of Jabiru and the surrounding region. Indigenous procurement accounted for over 21% of contestable expenditure, and work on the Jabiru Housing Rectification Program progressed under Rio Tinto's management.

I want to specifically acknowledge that we continue to engage respectfully with the Mirarr Traditional Owners and other stakeholders. While we have a different position to the Mirarr on the best arrangements to protect cultural heritage at Jabiluka, ERA remains committed to supporting the Mirarr, respecting their views and engaging professionally to achieve positive outcomes for their community and lands.

Looking ahead, the focus remains on safely delivering Pit 3 capping, progressing critical water treatment activities, and securing the necessary regulatory approvals and agreements, including a new Section 41 Authority.

Thank you to our people, stakeholders, and shareholders for your support throughout 2024.

Thank you.