



# Foreword

We have risen to the challenge of managing through a materially disrupted year.

From the COVID-19 pandemic to changing market conditions, the central objective for Port Waratah was implementing and maintaining controls that would enable continuous operations while ensuring the safety and health of everyone involved at its operations. I sincerely thank all employees and contractors for their flexibility and commitment to shaping a sustainable set of controls that enabled us to remain safe, effective and efficient.

Port Waratah's terminals handled 105.9 million tonnes in the year, providing evidence of the resilience and strength in the collaborative partnership that is the Hunter Valley Coal Chain. The Hunter Valley coal industry was privileged to be allowed to continue to operate with appropriate controls aimed at ensuring the health and safety of not only those involved directly in the industry, but also the communities in which they work and live. Continuing operations in this key regional industry provided valuable support to a region otherwise suffering significant economic disruption, as well as, maintaining the flow-on economic benefits to the state and nation.

I'm pleased to share that ongoing operations at Port Waratah resulted in 78% of direct spend on services and supplies, totalling \$86 million, was in the Hunter and Central Coast.

We anticipate that overall demand for terminal services will increase incrementally in 2021 and that operational intensity will remain high. Port Waratah's core operating strategy is to

continue to operate and maintain our assets in a sustainable manner and ensure that customers have access to all of their contracted capacity. Port Waratah's operational strategy, articulated through our 'Five Drivers for Success', Health and Safety, Licence To Operate, Effective Organisation, Operational Delivery and Coal Chain, reinforces our holistic commitment to excellence.

On behalf of the Board, I would like to congratulate and thank the leadership team, employees, contractors and our community, for their contributions to Port Waratah's success in a disrupted year. I encourage you to engage with us, learn more about our organisation and our global role in exporting Hunter Valley coal.

*Stefanie Loader*  
Chairperson

