



OUR CUSTOMERS CAN RELY ON US

We maintain and invest in infrastructure to optimise our operational outcomes

Port Waratah's core operating strategy focuses on operating and maintaining our assets in a sustainable manner to ensure our export capacity of 145 million tonnes (Mt) per year is made available. Our Carrington and Kooragang Coal Terminals provide reliability and flexibility for the Hunter Valley Coal Chain and we remain well-positioned to meet any changes in demand.

Our ability to continue to deliver a high-quality service to our customers while focusing on continuous improvement and leveraging off our experience, reliability and agility, has enabled us to achieve numerous performance highlights in 2021.

Performance

We sustained a high level of operational performance, high loading rates and strong reliability. In total we received, blended, and loaded 111.3Mt of coal, with 18.3Mt at our Carrington Terminal and 93.0Mt at our Kooragang Terminal. This strong performance marks our tenth year of exporting more than 100Mt per year. It is slightly below our forecast of 112Mt and is an increase of 5.4Mt on our 2020 performance. We anticipate that overall demand for our services into 2022 will remain steady.

During the year, we kept overall operating costs stable and the coal handling charge for our customers remains sustainable over the longer term. We successfully refinanced over \$240 million of debt and significantly reduced remaining refinancing risk over the balance of the debt programme. Port Waratah continues to maintain a consistently strong balance sheet, profitability, and prudent loan amortisation. An insurance review was completed and successfully secured 100 per cent full coverage in a changing insurance market. Port Waratah participated in the Australian Taxation Office (ATO), Top 1,000 combined assurance programme and received a response concluding that the ATO had obtained high confidence that Port Waratah had paid the correct amounts of tax. Find out more in our Financial Report 2021, available on our website. [READ MORE](#)

Several major projects were implemented during the year to improve integrity, reliability, safety and environmental performance across electrical, structural, belting and mechanical infrastructure despite the challenges faced working in an environment impacted by COVID-19.

More than \$2.7 million was invested in major upgrades to electrical assets across the two terminals in 2021, including distribution boards, programmable logic control, CCTV upgrades and a main power upgrade at Carrington Terminal.

Furthermore, over 7.3km of conveyor belt was also successfully replaced across both terminals in 2021.

We utilised our internal Service Delivery metric dashboard to optimise and maintain operational performance through a challenging year, which enabled us to monitor performance and identify daily operational improvement opportunities across our two terminals. The dashboard helps to maximise our throughput and closely monitor customer service requirements as one team across all drivers.



CASE STUDY

Adverse weather forecasting and alerting

The introduction of an integrated adverse weather forecasting, alerting and action system has significantly reduced the risk to the safety of our people and our assets during adverse weather events.

Using an online platform integrated into our operations system, the Operations Team have enhanced capability to assess, real-time weather risks and take action to ensure we are in control of our operations in all weather conditions.

Metrics such as ocean swell, rain, dust risk, asset risk and storm cells are monitored live and adapt to the changing conditions at hand.

Further optimisation of this technology is underway, with harbour salinity monitoring and alerting being trialled in the first half of 2022, providing a more holistic approach to weather and its short, medium, and long-term potential impacts on our operations.



CASE STUDY

Capital investment and maintenance of our assets and infrastructure

Port Waratah invested more than \$24.5 million, with the majority spent locally, across 27 maintenance and infrastructure projects delivered through two major outages in 2021. The projects were aimed at improving asset reliability, maintaining structural integrity, and improving safety and environmental performance. The work ensures operations continues to contribute a valuable, flexible, and efficient service to meet the needs of our customers and deliver for the Hunter Valley Coal Chain.

At the Kooragang Terminal, the works included new trimmer flaps and load chutes on two of our shiploaders providing greater efficiencies and environmental outcomes, as well as the overhaul of over 600 coal stockyard sprayers and the installation of metres and flow monitors for improved water and dust management.

In November, the Australian Institute of Project Management announced Port Waratah took out the NSW Professional Services title in the Project Management Achievement Awards, in recognition of the progressive development and implementation of our Project Management System Upgrade. [READ MORE](#)



IN 2021
PORT WARATAH [LOADED]

1,279 VESSELS
[VESSEL]
A RECORD NUMBER OF VESSELS

110.3

MILLION TONNES OF COAL

93.0 MILLION TONNES
FROM KOORAGANG

18.3 MILLION TONNES
FROM CARRINGTON

SECOND BIGGEST YEAR ON RECORD

TRAIN CANCELLATIONS 0.2%