



# OUR CUSTOMERS CAN RELY ON US

*We are well-positioned for the future and invest in infrastructure to deftly service demand and optimise our operational outcomes*

Port Waratah's core operating strategy focuses on operating and maintaining our assets in a sustainable manner making available our full export capacity of 145 million tonnes (Mt) per year. Our Carrington and Kooragang 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 a number of performance highlights in 2023.

## Performance

Our total combined terminal throughput of 95.5 million tonnes during the year was above the 91.9 million tonnes exported in 2022 but still below contracted capacity. Our operational performance continued to be strong, with excellent reliability, high loading rates and low vessel queues. We closely monitor our service delivery metrics to optimise and maintain operational performance and meet customer service requirements.

We were able to keep overall operating costs relatively stable in a higher inflation and higher interest rate environment. The coal handling charge for our customers was adjusted accordingly for future years and remains sustainable over the longer term.

Integrity, reliability, safety, and environmental performance of our assets continues to be a focus through the implementation of our life of asset strategy and long-term plan. The maintenance portfolio included significant works across electrical, mechanical, structural, and belting fields, upgrading key equipment as maintenance milestones were reached. In total, \$57 million was invested, an increase on previous years and reflective of the age of our assets and life cycle position.


Kooragang Terminal Shiploader 7.08 is reaching a key milestone within its life cycle with a significant project delivered to understand the scope of the investment required to ensure continued reliable, cost-effective terminal capacity into the future. A feasibility study assessed options to replace or refurbish the asset with the project moving into its next phase in 2024.

The largest portion of capital investment, was invested in electrical assets and the upgrade of Kooragang Terminal Shiploader 7.09 process control system. Other electrical works included continuing current programmes to update motor control centre (MCC) panels, processors and variable speed drives.

**CASE STUDY**

**Shiploader bridge infill project**

The installation of bridge infill panels on Shiploader 7.08 was completed this year to further prevent potential material entering the harbour from the shiploader boom and shuttle structures and improving washdown effectiveness at the completion of each loaded vessel.



**CASE STUDY**

**Shiploader Process Control upgrade**

A major upgrade and overhaul of Shiploader 7.09 Low Voltage and Process Control System was completed this year. This \$6.5 million project demonstrates the Whole-of-Life approach applied across all assets onsite, with numerous switchboards, variable speed drives, process controllers and components and field control panels identified as reaching End-of-Life and requiring replacement to ensure reliable performance into the future.

To minimise landfill waste, a reuse and recycle programme was developed which harvested variable speed drives, PLC communication modules, motor protection relays and switchboard components with remaining equipment, structure and cabling sorted for recycling. This resulted in more than two tonnes of copper and 10 tonnes of steel being stripped and repurposed through our sustainable supply chain partnerships in the circular economy. During the outage there were 20 health and safety interactions performed, eight hazards identified, and five critical control monitoring plans completed. No injuries or health exposures occurred during the outage.



IN 2023. LOADED  
 PORT WARATAH  
 1,097 VESSELS  
 95.5  
 MILLION  
 TONNES OF COAL

82.1 MILLION TONNES FROM KOORAGANG  
 13.4 MILLION TONNES FROM CARRINGTON

TOTAL NUMBER OF TRAINS RECEIVED IN 2022  
 10,724

TRAIN CANCELLATIONS  
 0.1%

