



Flinders
Port
Holdings

Connecting

South Australia

to the world



Flinders Port Holdings

Through integrated stevedoring, infrastructure and logistics services, Flinders Port Holdings connect South Australian businesses to each other and to the world.

Flinders Port Holdings (FPH) own and operate Flinders Adelaide Container Terminal the port of Port Adelaide and the six key regional ports of Port Giles, Port Lincoln, Wallaroo, Port Pirie, Klein Point and Thevenard.

We also provide integrated supply chain solutions through Flinders Logistics and Flinders Warehousing and Distribution. Beyond ports and logistics, we deliver hydrographic survey services through HydroSurvey Australia.

FPH is ranked as one of South Australia's top 10 companies and employers. With an annual turnover of almost \$250 million, we employ 700 people and indirectly support 6,000 jobs in South Australia.

Through our operations we facilitate over \$25 billion in international trade annually and are the key platform for South Australian two-way goods trade.

We are proud of our role in the economic development of the state and the wellbeing of its port communities.



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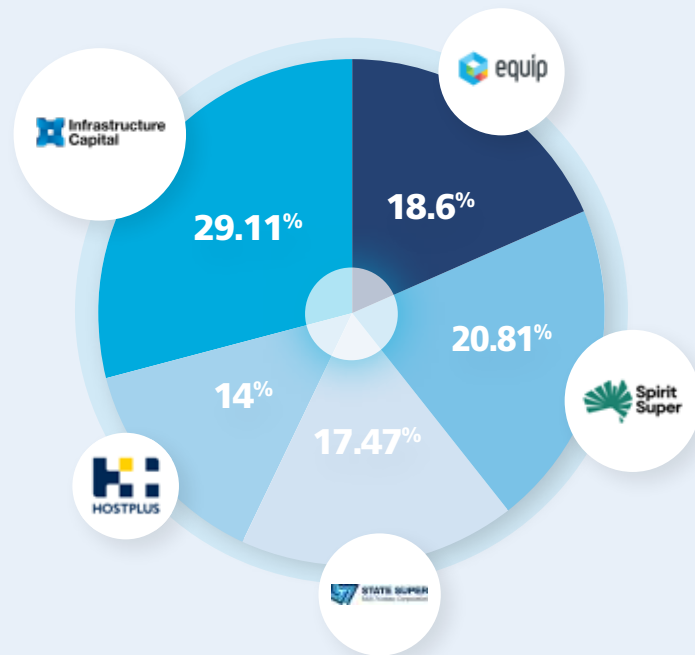
The key platform for South Australian two-way goods trade.



Our Shareholders

FPH is privately owned by five separate Australian businesses. Based in Australia and owned by Australians.

Our shareholders hold long-term investments in infrastructure to benefit their members. This allows us to engage in long-term businesses and strategic planning.



Our Group Vision

Is to be South Australia's supply chain partner, bringing the state's businesses closer to each other and to the world. We are achieving this by offering integrated solutions, which leverage all our assets, operations and people.

This approach reduces complexity, cost, and friction for our customers at each stage of the supply chain through to the port. We also recognise the integral role we play in the state's overall economic development.

Through our 50-year masterplan and significant capital expenditure, we aim to future-proof our business and the infrastructure underpinning South Australia's economy.

We are committed to achieving our vision sustainably, in line with Environmental, Social, and Governance good practice. To read more on our Environmental, Social, and Governance practices you can visit www.flindersportsholdings.com.au

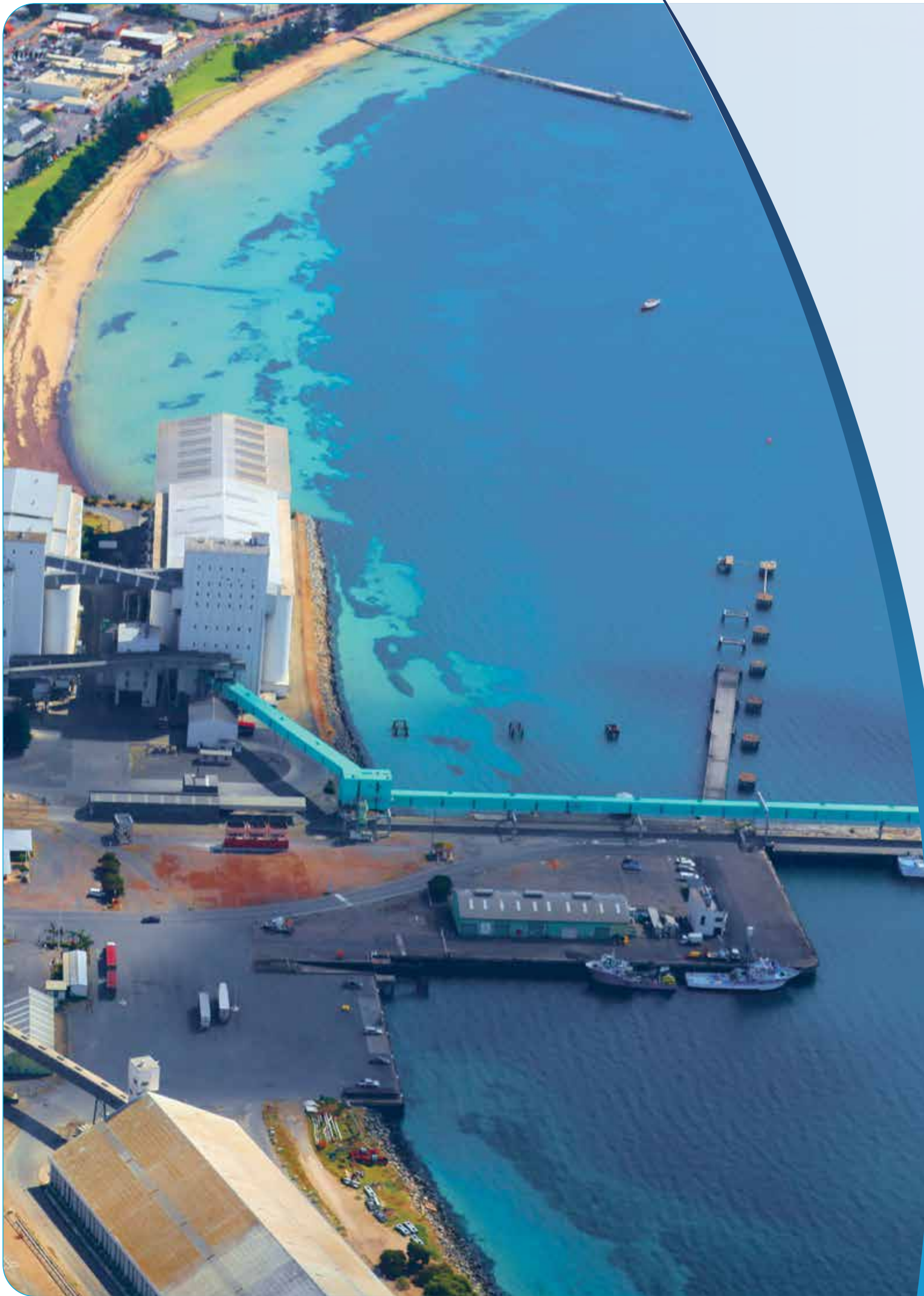
Health and Safety

"We prioritise safety to create a workplace where people feel safe and no-one is harmed."

At FPH, the safety and wellbeing of our employees, contractors, visitors and our communities is critical. We are focused on our commitment to zero harm and believe that we cannot achieve our strategic and operational objectives without an unwavering focus on health and safety.

FPH is committed to a workplace where everyone is, and feels, safe mentally and physically. FPH supports raising issues, reporting near misses and events, and working collaboratively to find safety improvements to protect health, safety and wellbeing.

FPH's Work, Health and Safety (WHS) framework is focused on the adoption of leading practices that promote and reinforce the positive WHS culture. We clearly identify that our people are critical to the ongoing success of our business and as such their personal safety and wellbeing are essential.





Our Operations



Flinders Logistcs

Port Adelaide
Port Pirie

Flinders Adelaide Container Terminal

Port Adelaide

Flinders Ports Marine Services

Port Bonython
Whyalla
Ardrossan

Our Operational Goals

1. Faster distribution times;
2. Greater capacity;
3. Better accessibility;
4. Reduced environmental and social impact;
5. Increased cost savings; and
6. Reduced risk.

Value Creation Model

Our Environment

Internal and External Factors.

+ Key Inputs

Human Capital

Competencies, capabilities and experience of our employees and their motivations to perform and innovate.



Intellectual Capital

Intellectual property, brand and reputation and FPH's operational knowledge and understanding.



Natural & Social Capital

All renewable and non-renewable natural resources & environmental assets (i.e. air, water, land, minerals and forests) and relationships that FPH has with its external stakeholders that support the past, current and future prosperity of FPH and are critical to maintaining our social licence.



Physical & Digital Asset Capital

Tangible and intangible infrastructure, solutions and equipment owned, leased or controlled by FPH that contribute to the delivery of our services.



Financial Capital

Pool of funds generated through financing, such as debt or equity, or generated by operations.



+ Strategic Foundations



Health & Safety



Data & Technology



Risk & Risk Management

+ Operations



Logistics, Warehousing & Distribution

Container Terminal & Bulk Stevedoring

Port Infrastructure & Marine Services



ations

+ Strategic Pillars

= Mission & Vision

housing &
Services

ised and
ing Services

tructure
Operations

People & Culture

The commitment to the investment in our people and to fostering a diverse and high-performance culture that celebrates the value our people bring to the organisation.



Customers & Growth

The commitment to understanding our customers' needs, providing superior customer service and delivering the capabilities that enable and facilitate trade.



Sustainability

The commitment to maintaining sustainability at the core of what we do, ensuring we minimise harm, decarbonise our business, collaborate with our communities and build resilience.



Assets

The commitment to providing the required level of service from our physical and digital assets that is focused on enabling safe, efficient and sustainable asset stewardship.



Efficiency

The commitment to continuous improvement and optimisation of all aspects of our operations and supporting services.



Mission: To be an industry leader in providing safe, innovative and sustainable port related infrastructure, capabilities and services that enable, optimise and maximise trade for our customers.

Vision: Connecting South Australia to the world





Sustainability

Fostering a sustainable approach to port operations, including our natural and human environments, is essential to our long-term success. As is meeting our customers' current and future expectations in terms of our role in the global supply chain.

Our approach to sustainability will contribute to the delivery of FPH's Vision and Mission.

The commitment to sustainability is at the core of what we do, as we move to minimise harm, decarbonise our business, collaborate with our communities and build resilience.

As per our Value Creation Model (VCM), sustainability will see FPH develop more resilient infrastructure, more efficient operations and an organisational culture that builds on FPH's values.

FPH recognises that technological adoption, innovation and sustainability will shape and drive our customers' future requirements. We will embrace technology and innovation to reduce our environmental impact, further health and safety outcomes and provide highly efficient, safe and secure facilitation of our cruise passengers.

Themes

Our strategy is simply to be innovative, efficient and sustainable in developing and maintaining our infrastructure and moving cargo.

Our engaged people, world class assets, enduring partnerships, community outlook, strong values and environmental stewardship enable us to deliver value across all stakeholders while navigating current and future challenges.

Our sustainability program and this plan are categorised into four themes. These themes encapsulate what we believe are critical success areas for the long-term strength and growth of our business. Arising from our materiality assessment they also align with the key areas of risk and opportunity that can contribute to our company as well as societal value.



Environment

Success is:

- Delivering climate, carbon and environmental management outcomes across our port precincts and operations
- Protecting and enhancing local aquatic and coastal habitat
- A compliance framework that works



Governance

Success is:

- Delivering consistency and ensuring compliance with our governance and legislative requirements
- Embed Integrated Thinking and reporting through business processes, reporting and decision making
- Maintaining a comprehensive set of cyber security controls to protect against disruption and/or unauthorised access



People

Success is:

- People feeling safe and no-one is harmed
- Fostering engaged and empowered people
- Leveraging the skills, experiences and diversity across FPH for the benefit and learning of all
- A truly inclusive workforce



Communities

Success is:

- Meeting the community and societal expectations across all our locations and sites
- Fostering community trust
- Creating employment and personal growth opportunities for local Aboriginal youth

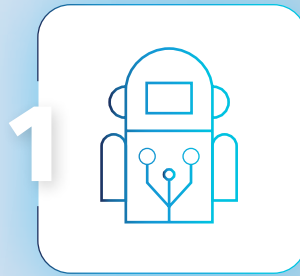
Innovation

We recognise our industry is at the cusp of widespread digital transformation. The physical worlds of ports and infrastructure are increasingly intersecting with the virtual worlds and industry 4.0 concepts of interconnectivity, automation, Artificial Intelligence (AI) and real-time data. As a group, we are driving the move to Smart Port status and actively exploring ways digitalisation and technology can enhance and optimise our operations, making them safer and more efficient.

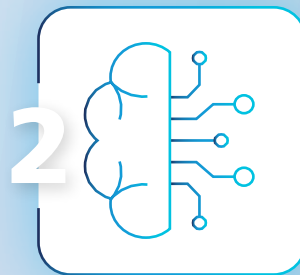
At the Flinders Adelaide Container Terminal, we are developing a use-case for AI technology to dynamically improve container movement at the terminal through a 24/7 optimisation process. The collaboration with leading AI software company, Complexica, is part of a wider strategic partnership to enhance our operations and share learnings with the wider ports sector.

We are also exploring other digital and data-backed transformation to support the transition to digitally enabled supply chains. This includes exploring innovation to increase digital connectivity between different parts of our business, and between different nodes in the supply chain – all of which makes the import and export process quicker, more coherent, more cost-efficient and sustainable.

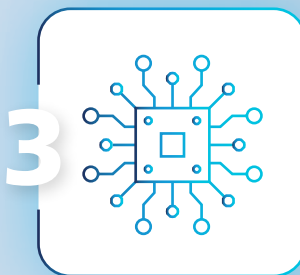




*Leading Australia's transition
to smart ports*



*Industry leading trials of AI-backed
container terminal optimisation*



*Leveraging technology to connect port
and supply chain operations*

Safety and Quality



Backed by an extremely strong safety and environmental record, FPH has an innovative approach to achieve a safe, efficient and cost-effective supply chain. We are continuously seeking to improve our safety and environmental outcomes.



296 St Vincent Street, Port Adelaide
South Australia 5015

P: +61 (0)8 8447 0611 | **E:** fpholdings@flindersports.com.au

flindersportholdings.com.au