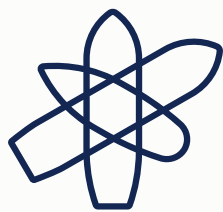


Our Strategic Direction

Strong regional ports, strong regions.



STRATEGIC PILLARS

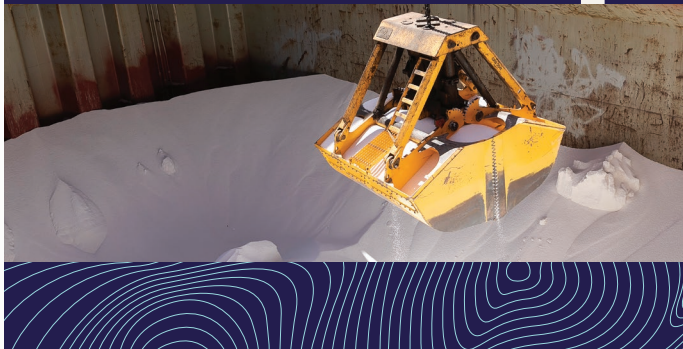
AMBITION

FOCUS AREAS AND GOALS

Proactive trade facilitation

To drive trade facilitation, working collaboratively with customers and partners.

1



FLEXIBLE CAPACITY

We invest in flexible capacity to support current and new trade while leveraging our organisational strength to fund the growth of our assets.

CUSTOMER FOCUS

We maintain a customer-focused approach that is responsive and balanced with commercial and risk imperatives to facilitate trade.

TRADE ENABLEMENT

We actively seek new trade opportunities beyond our current footprint and invest responsibly to diversify our services and stimulate new trade.

High performance organisation

To build an agile, future-focused culture that values workplace safety, equity, diversity and inclusivity; enhances employee experience and engagement; and engages best-in-class systems and processes.

2



SAFETY AND WELLBEING

We cultivate mutual care and respect, where we prioritise the safety and wellbeing of our people and foster an environment where individuals contribute to the organisation's wellbeing.

WORKFORCE EMPOWERMENT

We ensure our workforce is equipped with the knowledge, skills, and mindset to thrive.

VALUE-ADDING EXCELLENCE

We optimise our operations and services and implement efficient systems and processes to deliver value to our people and stakeholders.

Enduring value

To create enduring value for our communities and positively impact our regions through trust, engagement and the protection of heritage and the environment.

3



ENRICHED REGIONS

We develop the economic capability and resilience of our communities by facilitating trade through local employment, training, and business opportunities.

TRUSTED COMMUNITY PARTNER

We strive to be a valued and trusted community partner through social investment, reconciliation and community development initiatives.

CUSTODIANSHIP

We safeguard the health of our assets by maximising their lifecycle, preventing degradation, and preserving their value for future generations.

Connection and future focus

To forge opportunities for connection and drive business excellence through innovation, technology, and forward-thinking strategies.

4



TECHNOLOGY-ENABLED PORTS

We drive transformation through efficient, technology-enabled ports, leveraging near real-time data to enhance decision-making.

SOLUTIONS-FOCUSED

We anticipate the evolving needs of our customers and communities and deliver innovative solutions supported by advanced technologies.

ENERGY TRANSITION

We advance Western Australia's energy transition by playing our role in the global clean energy trade and adopting leading sustainable technologies and practices within our operations.