



Port Otago

Statement of Corporate Intent

For FY2022, FY2023 and FY2024
Approved by the Port Otago Board



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About Port Otago

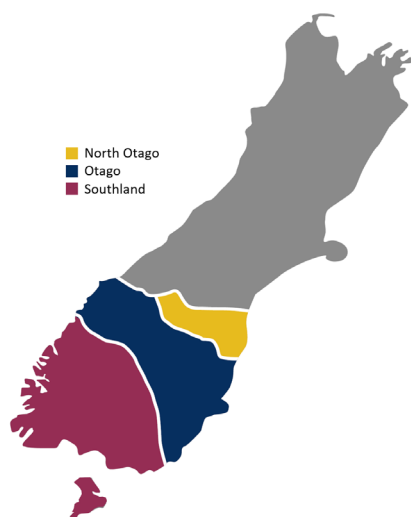
It was from Port Chalmers that New Zealand's first cargo of frozen meat left for London aboard the refrigerated ship *Dunedin* in February 1882, signalling the start of our country's modern export trade. The Otago Harbour Board managed the port and harbour from 1874 until 1988, when the Port Companies Act 1988 saw the registration of Port Otago Limited and the company's shares vested in the Otago Regional Council.

Port Otago is located on the Otago Harbour of the South Island of New Zealand. Port Otago benefits from a deep natural harbour, its strategic location for vessel rotation to and from deep-sea destinations and a large primary export cargo region.

Port Otago is a Lifeline Utility under the Civil Defence Emergency Management (Act) 2002, defined as entities that provide essential infrastructure services to the community. The company has a responsibility to ensure its ability to function at the fullest possible extent during and after a civil defence emergency.

Our region

Port Otago's role facilitating trade for the region's exporters and importers has a significant impact on the economic, as well as the social and environmental, well-being of the Otago-Southland region.



Our region has the infrastructure required for a successful port, including a fit-for-purpose road and rail network and a well-developed warehouse and cool storage sector.

Port Otago operates two wharf systems – Port Chalmers and Dunedin Bulk Port – within Otago Harbour. The lower harbour channel depth is 14.0m, while the upper harbour channel is 8.5m.

Port Chalmers is one of New Zealand's two deepest container ports and services the largest container ships in the New Zealand trade. It can store more than 7000 containers and has one of the highest number of reefer points of any New Zealand port, with 1850.

The company has more than 38,000m² of covered warehousing at Port Chalmers, built to the high standards required by the dairy industry. It also has two wharf-side cold storage facilities in Dunedin, able to hold up to 10,500 tonnes of chilled product. This is used primarily to service fishing customers.

Port Otago has a purpose-built forestry berth and adjacent 5.5 hectare log storage area at Port Chalmers along with 4.6 hectare log storage facilities in Dunedin Bulk Port.

Port Chalmers is the primary South Island port for cruise ships and generally the port of call immediately before or after visiting Fiordland. This aspect of the business is currently on hold, due to Covid-19.

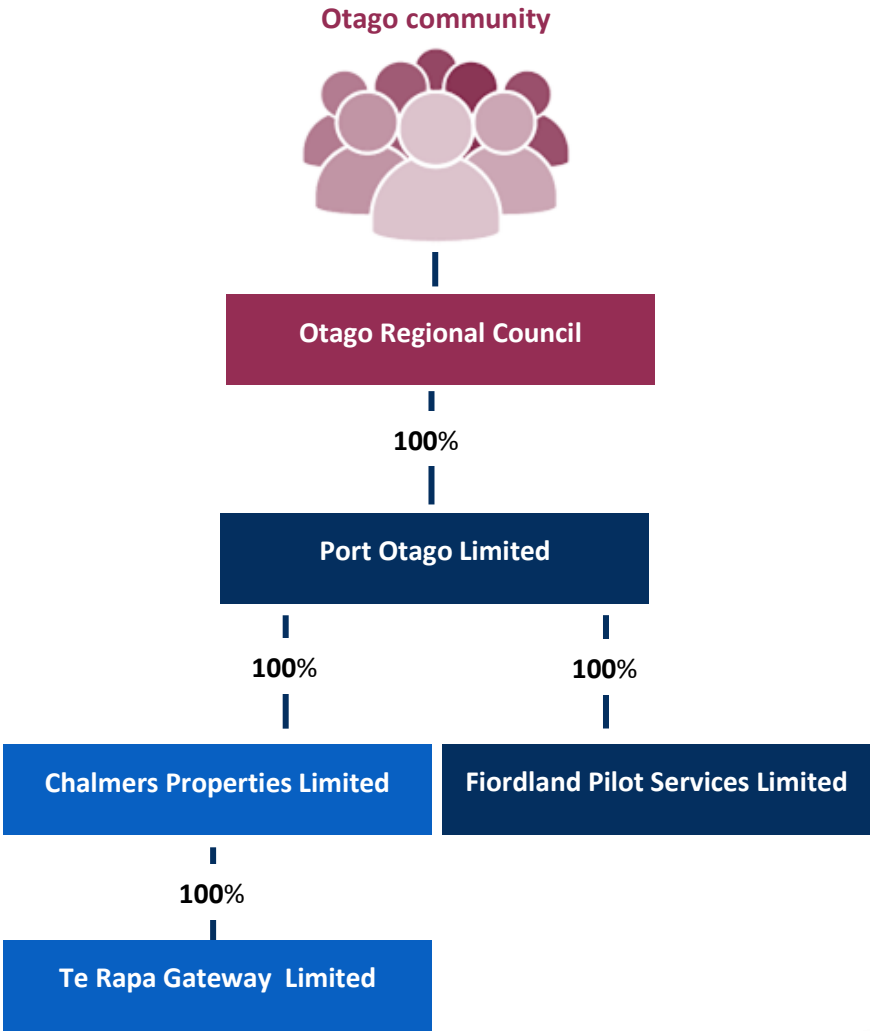
Company structure

This Statement of Corporate Intent (SCI) sets out Port Otago’s overall intentions and objectives. It also covers our wholly owned subsidiary companies, Chalmers Properties Limited, Fiordland Pilot Services Limited and Te Rapa Gateway Limited.

Port Otago and its subsidiaries are “Port Companies”, pursuant to the Port Companies (Act) 1988. This SCI has been prepared in accordance with this Act. Pursuant to section 5 of the Act, our principal objective is to operate as a successful business.

The company reviews and updates its SCI annually, in consultation with its shareholder. This SCI covers FY22, FY23 and FY24.

Port Otago Group’s structure:



Our Strategy

Our vision and values



Principal objectives

We aim to operate as a successful and sustainable business that delivers value to our shareholders in the form of both financial and non-financial returns on investment. To achieve this, we aim to:

- Achieve our performance targets, as set out in this SCI
- Understand and meet our customers' needs
- Undertake new investments in the port supply chain and property sectors – investments which are expected to support efficient supply chains and increase the business's commercial value
- Continually improve safety, operational efficiency and effectiveness
- Prudently and efficiently invest in channel and wharf infrastructure
- Manage key risks
- Comply with relevant legislation, regulation and planning requirements.

Integrated Thinking at Port Otago

This Statement of Corporate Intent has been refreshed to reflect the port's progress with Integrated Thinking and Reporting. Driven by the Board and Leadership Team, this new approach has received widespread stakeholder support. Starting with an explanation of two fundamental parts of this approach, the materiality process and the six capitals, an overview of the port is then provided. This is followed by Port Otago's plans for the future, namely the Strategy for a better business. The port's business model to create value, the Value Chain, is then presented, followed by coverage of governance processes and some information on how Port Otago approaches each of the six capitals.

Materiality process

Port Otago undertook its second materiality process this year to identify the most important environmental, social, economic and governance issues to the company and its stakeholders. After a challenging year for everyone, it was important to hear direct from the port's stakeholders about what to prioritise for FY22 and beyond. The following top 12 material issues were identified and form the basis for Port Otago's Strategy for a better business (presented on pages 8-9):

1. Workforce safety.
2. Effective leadership team.
3. Relationships throughout our supply chain.
4. Health of our wider team.
5. Financial returns.
6. Workplace culture and wellbeing.
7. Innovation.
8. Growth.
9. Cyber security.
10. Shipping volatility in our supply chain.
11. Wharf capacity and infrastructure.
12. Climate change response.

The six capitals

The port now uses the International Integrated Reporting Council's (IIRC) Integrated Reporting <IR> Framework as the basis for reporting. The following six capitals from this Framework have also been adopted for the port's Strategy for a better business, using meaningful terminology:

1. Human capital: *Our team.*
2. Social and relationship capital: *Our wider team.*
3. Natural capital: *Our harbour taoka and beyond.*
4. Intellectual capital: *Our know-how and skills.*
5. Manufactured capital: *Our assets.*
6. Financial capital: *Our financial value.*

Strategy for a better business

OUR TEAM	OUR WIDER TEAM	OUR HARBOUR AND BEYOND
GOALS		
<p>Develop a culture where workforce safety is the number one priority and our team looks out for each other so that everyone goes home safely.</p> <p>Build a workplace where the wellness of our team is supported through teamwork, accessible leadership, and open and honest communication.</p>	<p>Be a great neighbour by respecting what is important to our community and iwi and earning our social licence to operate.</p> <p>Build stronger relationships with our customers, partners and suppliers to better understand them, measure progress and plan for the future.</p>	<p>Understand our carbon footprint, measure and report progress.</p> <p>Identify how to reduce our carbon emissions, both directly and with our customers, such as harnessing renewable energy and conducting electric forklift trials.</p> <p>Play our part in achieving New Zealand’s goal of net zero carbon emissions by 2050.</p> <p>Preserve our beautiful harbour and its biodiversity by listening to our community and iwi, taking care and monitoring things closely.</p> <p>Reduce our noise emissions.</p>
MATERIAL ISSUES		
<p>Workforce safety</p> <p>Effective leadership team</p> <p>Workplace culture</p>	<p>Relationships</p> <p>Health of the wider team</p> <p>Workplace culture</p>	<p>Climate change response</p>
SDGs		
<p>SDG3 Good health</p> <p>SDG8 Decent work</p>	<p>SDG8 Decent work</p> <p>SDG11 Sustainable cities</p> <p>SDG17 Partnerships</p> <p>SDG3 Good health</p>	<p>SDG13 Climate action</p> <p>SDG14 Life below water</p> <p>SDG11 Sustainable cities</p> <p>SDG17 Partnerships</p>

SDGs: United Nations Sustainable Development Goals (SDGs): Those presented here are the ones to which Port Otago can best contribute, as identified by the port’s key stakeholders through the materiality process.



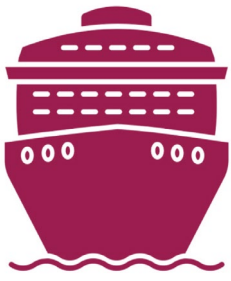

OUR KNOW-HOW AND SKILLS	OUR ASSETS	OUR FINANCIAL VALUE
GOALS		
<p>Improve our efficiency through automation and digitisation, such as systems for berth management, property management and Blockchain type connectivity.</p> <p>Work with our supply chain to embrace new and agile ways landside.</p> <p>Explore aligned business diversification to provide a sustainable future for the Port.</p> <p>Develop a strong platform to train and develop our team.</p>	<p>Grow the container business by increasing tranships and shipping lines using the Port.</p> <p>Grow the bulk business by increasing storage capacity, enhancing shipping flexibility with Victoria Channel improvements, relocating storage where it makes sense, developing wharf replacement options and working with customers on fit-for-purpose infrastructure to meet future needs.</p> <p>Rebuild the cruise business by engaging the cruise industry, maintaining capability and having safe landside practices ready to go.</p> <p>Continue to build a sustainable property portfolio as a fundamental part of the Port's financial sustainability.</p>	<p>Provide consistent shareholder dividends with a portfolio that optimises returns, builds resilience and facilitates investment in the future.</p>
MATERIAL ISSUES		
<p>Innovation</p> <p>Cyber security</p>	<p>Wharf capacity</p> <p>Shipping volatility</p> <p>Growth</p> <p>Innovation</p>	<p>Financial returns</p> <p>Growth</p>
SDGs		
<p>SDG9 Industry, innovation</p> <p>SDG3 Good health</p> <p>SDG11 Sustainable cities</p> <p>SDG17 Partnerships</p>	<p>SDG9 Industry, innovation</p> <p>SDG8 Decent work</p> <p>SDG17 Partnerships</p>	<p>SDG8 Decent work</p>

SDGs: United Nations Sustainable Development Goals (SDGs): Those presented here are the ones to which Port Otago can best contribute, as identified by the port's key stakeholders through the materiality process.

Our Value Chain

Business model to create value

The port's activities to create value

CONTAINERS	BULK	CRUISE	PROPERTY
			
ACTIVITIES			
<p>Exports Imports Transhipments Depot activity Warehousing</p> <p>Container terminal handling services which include receipt, delivery, transit, storage and shipment of export and import containerised cargos</p> <p>Provision of warehousing services</p> <p>Operation of inland depots, which involve storage, receipt, delivery, repair and washing of containers</p> <p>Marine services, including pilotage (Port Chalmers and Dunedin), towage and dredging</p>	<p>Logs Oil Fish Cement LPG Fertiliser</p> <p>Provision of wharves, plant and other services to facilitate the discharge of coastal cargos</p> <p>Breakbulk and bulk cargo handling services</p> <p>Marine services, including pilotage (Port Chalmers and Dunedin), towage and dredging</p>	<p>Port Chalmers Dunedin Fiordland</p> <p>Marine services, including pilotage (Port Chalmers, Dunedin and Fiordland) and towage</p> <p>Provision of landside services to cruise ships</p>	<p>Leasehold Commercial Property Property</p> <p>Management of the Dunedin leasehold property portfolio</p> <p>Management of Dunedin/Hamilton/Auckl and commercial property portfolios</p> <p>Design/build and lease of new commercial properties</p> <p>Development of Te Rapa Gateway industrial park</p> <p>Redevelopment of the ex Warehouse site into a new office for our shareholder</p>

The port's inputs and outputs to create value in the form of outcomes

CAPITAL	INPUTS	FY21 OUTPUTS	OUTCOMES
OUR TEAM	A team of approx. 300 local people in the Otago region Trained in safety and other skills for their roles Undertaking safety risk assessments and inspections	Exports: \$4.3 billion 2.7 million tonnes Imports:	A safety culture where our people look out for each other in a high-risk environment so that everyone goes home safely. Employees who are proud to work for the port, some staying with us for their entire careers. Work ons: Workplace culture; Wellness strategy
OUR WIDER TEAM	Customer relationships Partnerships with shipping lines, landside operators and suppliers Community and iwi engagement	\$0.74 billion 0.7 million tonnes Export value \$ Wood: \$261m	A good neighbour to our community and iwi, respecting what is important to them for our social licence to operate. A strong central link in the value chain, connecting our customers, partners and suppliers from Otago to the world, for mutual growth. Work on: Customer relationships
OUR HARBOUR TAOKA AND BEYOND	Use of air, land and water in all weather conditions Consumption of energy and other resources Listening to community and iwi concerns about changes to our harbour	Dairy: \$2,110m Meat: \$1,579 m Fruit: \$24m Seafood: \$119m Other: \$207m	A light touch to preserve or enhance our beautiful harbour, taking care with dredging. Understanding what has changed and what we need to improve by listening to our community and iwi. Work ons: Noise emissions; Climate change targets
OUR KNOW-HOW AND SKILLS	Great people with experience New recruits with emerging skills Upskilling through training, including digital Investment in secure technology	Import value \$ Fuel & Oil \$301m Fertiliser \$31m Cement \$10m	A considered approach to the future, learning from the past and what others do. A talented workforce with an ability to learn and a wealth of knowledge. Improved productivity and resilience by embracing new agile and efficient ways. Work on: Digitisation
OUR ASSETS	Assets owned and productivity optimised Land owned and space utilised efficiently Investment in long term infrastructure for a sustainable future	Dairy \$75m Seafood \$89m Other \$230m Property: 100% property occupancy	Continued investment in infrastructure to support our customers' and partners' future needs, facilitating our mutual growth to the benefit of the local, regional and national economy. Work on: Efficient supply chains
OUR FINANCIAL VALUE	Diverse and balanced portfolio to optimise returns and build resilience Long term agreements with customers, partners and suppliers for a sustainable future	Cruise: Zero ships or passengers	Consistent sustainable dividends for our shareholder to support regional economic development and benefit our community. A sustainable future built on solid investment in infrastructure and long-term customer, partner and supplier relationships. Work ons: Balancing our portfolio; Efficiency

Governance and Leadership

The board

Port Otago's shareholder appoints the directors to govern and direct the company's activities. The board is the overall and final body responsible for the proper direction and control of the company's activities and decision making. The board's responsibilities include the overall objectives, strategy, stewardship, performance and reporting of the company.

Statement of corporate intent (SCI)

The SCI is prepared based on the requirements within the Port Companies Act 1988. The board submits a draft SCI to the company's shareholder after due consultation with the shareholder and, after considering its comments, the board approves the final SCI and delivers it to the shareholder.

Board operation

The Port Otago board's operation is subject to the company's constitution and board charter, which sets out how the board and directors shall undertake their responsibilities.

The board chair leads the board and its relationship with the shareholder and other major stakeholders. The chair maintains a close professional relationship with the company's CE and, through the CE, the leadership team (LT).

New directors undertake an induction process to familiarise them with matters related to the company.

Conflicts of interest policy

These documents require all directors and employees to:

- Act with integrity, honesty, transparency, openness and in good faith
- Comply with the law, apply good judgment and proactively identify, disclose and manage conflicts of interest
- Promptly disclose or report any significant potential or perceived conflict or wrongdoing.

The company maintains an Interests Register that is reviewed at the start of every scheduled board meeting.

Policies

The board reviews the company's key policies at regular intervals.

Board performance and review

The board regularly reviews its performance and the performance of the CE. The reviews aim to identify opportunities and set plans for performance development and improvement.

Board meetings and committees

The board meets approximately 11 times per year. Additional meetings are convened as and when required. The board's annual work programme is set by the board before the start of each financial year. The board receives formal agenda papers and regular reports, generally a week in advance of meetings. Senior managers are regularly involved in board discussions. Directors also have other opportunities to obtain information and may seek independent expert advice.

The board delegates some responsibilities and tasks to board committees, but the board retains the ultimate responsibility and accountability for any committee's actions or inactions. Subject to any conflict issues, all directors receive agenda papers for committee meetings and all directors may attend committee meetings.

The board's three standing committees are:

- Audit and Risk Committee – which liaises with the company's independent external auditor, and reviews the quality and reliability of internal controls and financial and regulatory information used by and issued by the board
- Health and Safety Committee – which assists the board in discharging its responsibilities with respect to health, safety and well-being
- Remuneration Committee – which reviews the company's remuneration policies and practices, and reviews and sets the remuneration of the company's CE and LT.

Liability insurance and indemnity

Port Otago arranges comprehensive liability insurance policies for the company, directors and officers within the limits and requirements set out in the Companies Act 1993 and the company's constitution. The company also indemnifies directors and employees within the limits and requirements set out in the Act.

Legislative compliance

The board receives regular updates and representations from management on legislative compliance. Areas of relevant law include industry-specific regulation, health and safety, corporate, taxation, financial reporting, commercial, environmental, human resources and privacy.

Auditor

Audit New Zealand, on behalf of the Auditor-General, is auditor of the company.

Our compliance with relevant legislation

Port Otago will continue its legislative compliance programmes and aim to ensure we meet our obligations under relevant legislation and regulations.

The Six Capitals

Capital #1: Our team

Port Otago will aim to attract, retain, develop and motivate employees at all levels – to support our principal objective, which is to operate as a successful business. The port’s human capital is referred to as “Our team” and consists of approx 300 employees with their wealth of knowledge and strong connections. Their safety and wellbeing will always be the port’s number one priority.

Our commitment to keeping each other safe

Health and safety (including well-being) is everyone’s responsibility. Port Otago will provide a safe environment for our team, contractors and visitors. We will aim to have a fit-for-purpose health and safety management system, one with effective and robust:

- Objectives and performance targets
- Identification and management of critical safety risks
- Board and management reporting
- Incident investigation, applying lessons learnt
- Investment to achieve our health and safety objectives
- Compliance with legislation.

Workplace culture and wellbeing

We are a socially responsible and equal-opportunities employer. We aim to provide a work environment that ensures we have skilled employees. Port Otago will continue with initiatives that focus on recruitment, training, retention and succession.

Diversity refers to characteristics that make people different from each other, including gender, gender identity, age, ethnicity, disability, beliefs, sexual orientation, family responsibilities, work style and experience, socio-economic background, thinking style and personality type. Diversity exists within our current and potential employees and in our customers, partners, suppliers and other stakeholders.

Inclusion means providing a work environment where everyone feels they can fully participate at work and where each person is valued for their unique perspectives, skills and experiences.

Port Otago will develop and foster an inclusive environment where we value and embrace diversity. Workplace culture is something that the port is working hard to improve. Progress will continue to be made in FY22 and the years ahead. Our objectives are to:

- Treat people with fairness and respect
- Foster a culture where discrimination is unacceptable
- Hire and promote the best person for the job, regardless of background
- Develop the relevant skills, diverse experience and attributes of our people.

Capital #2: Our wider team

The port works closely with our shareholder, as well as the community, iwi, customers, partners, suppliers, regulators and government, to keep exports and imports moving in a way that works best for everyone, including the harbour. Achieving the port’s objectives cannot be done alone, it relies on strong relationships with our stakeholders. Hence, this is the port’s social and relationship capital. Through an independent materiality process, Port Otago is engaging with stakeholders to gain useful insights into the following:

- Issues of most importance to the value the port creates
- How the port is currently performing in its management of these issues
- Any issues that have been missed
- Ideas for initiatives to make progress
- Feedback on the Annual Report, now that Integrated Reporting has been adopted
- How the port can play its part in the “bigger picture”, by exploring which UN SDGs the port can best contribute to

Stakeholders often tell the port things that are difficult to hear. But it is only through this level of engagement that Port Otago can continue to improve and grow into the future. This openness with stakeholders is helping to build stronger relationships and now forms an integral part of the port’s approach to Integrated Thinking.

OUR KEY STAKEHOLDERS
Shareholder Export and import customers across our region Sea and land-side supply chain partners Tenants and leaseholders Community and iwi Regulatory agencies Government

Capital #3: Our harbour taoka and beyond

It is important to Port Otago to act in a socially responsible manner and as a good corporate citizen, with empathy for our community. Working in such a unique and beautiful environment is not something that the port takes for granted, instead taking responsibility to preserve and enhance it. Establishing a baseline is the first step, and the port is working hard to understand its carbon footprint, taking steps in response. To be resilient into the future, scenario planning for climate change will be critical, in particular the potential impacts on port assets and properties from sea level rise and increasing extreme weather events. Much work lies ahead to protect the port’s natural capital.

Our commitment to sustainability

Sustainability encompasses a broad range of environmental, social, economic, cultural and governance issues that are meaningful to our shareholders, employees, community, Māori, customers and other stakeholders. By integrating sustainability principles into our strategy, we create long-term value for Port Otago and our communities. Our sustainability objectives are to:

- Develop a sustainability framework based on our Material Issues
- Adapt our approach, as we better understand the port’s impact and role within our social, economic and physical environments, through monitoring and stakeholder engagement
- Be accountable and transparent by setting meaningful sustainability targets and reporting on our performance against those targets.

Capital #4: Our know-how and skills

The port has some team members with extensive experience, having spent their entire careers with Port Otago. Teaming these key personnel with new recruits bringing in skills in essential new and emerging fields will help with innovation and staying ahead, in areas such as technology and digitisation. Responding to Covid-19 has brought its own innovation through necessity, but this has also diverted the port's attention. Increasingly from FY22 to FY24, the port hopes to get back to some areas of innovation that haven't progressed as quickly as desired, due to the challenges thrown at us all by the pandemic.

Capital #5: Our assets

FY21 tested the port's assets to their limit, not least wharf capacity. With shipping disruption presenting a significant issue for the sector, space on the wharf became strained. Unpredictable shipping visits resulted in the need for additional storage space on the wharf and Port Otago had to work closely with key customers to manage this challenge and buffer the shocks. This issue will stay with the sector well past FY22 and much innovation and strong customer relationships will continue to be relied upon. Optimising productivity and utilising space efficiently are critical to value creation from the port's assets. To do this, the port needs to work across the entire value chain, namely with the shipping companies that come into Port Otago, the customers who store their goods for export on the wharves and the rail and land transport companies taking goods to-and-from customers' facilities. It is a complex supply chain with many moving parts, which will require further investment in infrastructure and technology over the coming years.

Capital #6 Our financial value

Port Otago aims to manage its long-term capital structure so that it has sufficient financial flexibility to cope with significant capital replacements and investments without the need to seek additional capital from its shareholder, whilst maintaining a sustainable and reliable dividend stream. In FY21, with the significant loss of cruise during the global pandemic, the four pillars of the port's business came to the fore. With one pillar dropping back to zero, another pillar facilitated a good result, namely the property business. Maintaining the strength of the property portfolio by retaining and optimising assets will continue to facilitate dividends in the long term.

We will pay dividends to our shareholders after taking into account the company's current and forecast financial position and performance, current and forecast investment and funding requirements, and the solvency test, pursuant to section 53 of the Companies Act 1993.

The intention is to pay dividends within the range of 50-70% of the group's normalised operating surplus after tax.

Acquisitions and divestments

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the existing business, will only be considered where it is consistent with Port Otago's objectives. When the board considers a transaction to be significant to the company's business operations, we will consult with our shareholder.

Major transactions, as defined by the Companies Act 1993, will be subject to shareholder's approval by special resolution. However, when considering a significant acquisition or disposal of assets or securities, Port Otago will consult with its shareholder with as much lead-time as is commercially practicable in the prevailing circumstances. Where we decide to incorporate or subscribe for shares in subsidiaries to undertake our commercial activities, we will ensure effective management. Board control of any subsidiary is exercised by our directors and management.

Capital expenditure

Port Otago will confer with the shareholder in respect of any significant proposed capital expenditure, which is not included within, or is inconsistent with, the SCI before contractual commitments are entered into.

Reporting to our Shareholders

Port Otago submits its draft SCI to its shareholder for consultation annually, as required under the Port Companies Act 1988. Where appropriate, we will submit a revised SCI to our shareholder. (See appendices for performance targets.)

We will submit an annual report to our shareholder. This annual report will include:

- Audited financial statements
- Performance relative to the targets set in this SCI
- Key issues and progress with sustainability
- Other information to enable an informed assessment of the group's performance and financial position.

Port Otago values shareholder communication facilitated by the Port Liaison Committee which enables periodic interchange with our shareholder

We will also submit an interim report to our shareholder. This report will contain unaudited information similar in content to our annual report and will comply with financial reporting standard NZ IAS 34 – Interim Financial Reporting.

Port Otago's accounting policies comply with applicable NZ IFRS standards and interpretations. We have applied the same accounting policies when preparing the SCI's financial forecasts, as for our audited financial statements for the year ended 30 June 2021. Our actual accounting policies during the three-year period of this SCI may change as a result of changes to NZ IFRS standards and interpretations.

No surprises policy

The company will endeavour to inform our shareholder prior to any significant decision being made public and will engage via the Port Liaison Group as required.

The commercial value of our shareholder's investment

Port Otago estimates the commercial value of its shareholder's investment in the group is at least that which is stated as shareholder's equity in our audited financial statements. This is reassessed annually, alongside our audited financial statements.

Activities subject to compensation

The company will provide the following services for the Otago Regional Council, for which Port Otago expects to be remunerated or reimbursed by the council:

- Assistance in matters of good navigation and safety on Otago Harbour.
- Provision of such services as may be requested by the Regional Council.
- Construction of a new office.

Appendix 1 Our targets

Capital reference	Objectives	Key performance measures	Targets		
			2022	2023	2024
Our Team	Health, safety and well-being	Critical Risk: Visible Leadership Conversations	1000	1000	1000
Our Team	Health, safety and well-being	Total recordable incident frequency rate (per 1 million hours)	<10	<10	<10
Our Financial Value	Financial	EBIT	\$25m	\$30m	\$40m
Our Financial Value	Financial	Shareholders' funds (Equity) or Net Assets *	\$640m	\$650m	\$660m
Our Assets	Financial	Stay in business capex (SIB)	\$40m	\$15m	\$15m
Our Harbour taoka and Beyond	Financial	Investment in growth/decarbonisation	\$45m	\$65m	\$50m
Our Financial Value	Financial	Return on equity *	2.5%	4.0%	4.0%
Our Financial Value	Financial	Equity Ratio*	Between 70%-85%		
Our Financial Value	Financial	Interest cover ratio	5	5	5
Our Financial Value	Financial	Dividend	\$13m	\$14m	\$15m
Our Assets	Environmental	Straddle fleet that is an electric/diesel hybrid	27%	27%	55%
Our Harbour taoka and Beyond	Environmental	Number of harbour spills caused by Port Otago	0	0	0
Our Know-How and Skills	Environmental	Percentage of resource consent compliance monitoring events achieving full compliance	100%	100%	100%
Our Harbour taoka and Beyond	Compliance with Port & Harbour Safety Code (PHSC)	The requirements of the PHSC continue to be met	Yes	Yes	Yes
Our Know-How and Skills	Compliance with Port & Harbour Safety Code (PHSC)	Risk assessments of new tasks or reviews post incident completed	Yes	Yes	Yes

*Excludes future unrealised fair value movements of investment properties and hedging interest rate swaps.

Financial performance measure	Definition
EBIT	Earnings before interest, taxation, realised and unrealised investment property gains
Return on equity	Profit divided by average shareholder's equity
Equity ratio	The percentage that equity represents of total assets within the target range between 70% and 85%
Interest cover ratio	The number of times interest is covered by the profit before tax, interest, unrealised fair value movements and unrealised impairment charges.