PORTO

Issue: 15

October 2025
Special Edition: Integrated Report summary

PORT OTAGO

15 Beach St
Port Chalmers 9023
New Zealand

In this issue:

Always open

Diverse portfolio delivers $64.6m profit

Port Otago made a Net Profit After Tax of $64.6m for the 2024/25 year, compared to $30.4m the previous year. This net profit result includes property revaluations of $33.0m, while the underlying profit result was $36.9m, up 7% on last year's $34.4m result.

Port Otago uses underlying profit to measure its business performance, as it shows profit made from the four core business units – container, bulk, cruise and property – and excludes the impact of property revaluations.

The company paid an annual dividend of $18.0m to its shareholder, the Otago Regional Council (ORC) – up $2.0m on last year and in line with the Statement of Corporate Intent.

Port Otago Chair Tim Gibson says that, while the four business units had mixed results, the overall result reinforces the strength of a diverse business portfolio.

"Property performed well, with property rental income up $2.4m on last year. Container throughput was down 7% to 249,000 TEU, due to the loss of MSC's Capricorn service in the first quarter of the financial year and Maersk's Polaris service in November 2024. We did, however, pick up the new Maersk Northern Star service, which continues on direct to China and is being well supported by our region's exporters.

"Cruise income was down, with 91 cruise vessels calling compared to 118 last season. It will be leaner still this coming season, with only 80 vessels booked."

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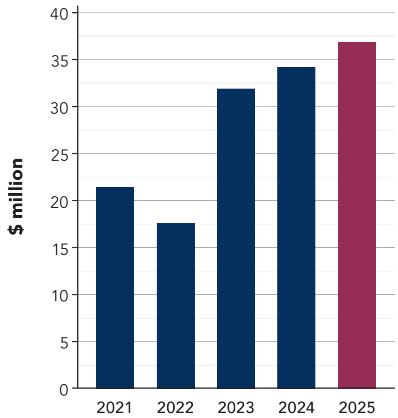
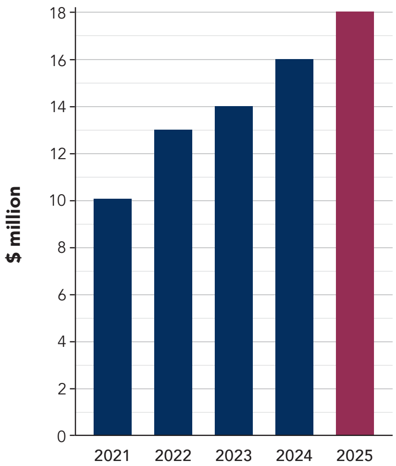
Our financial value

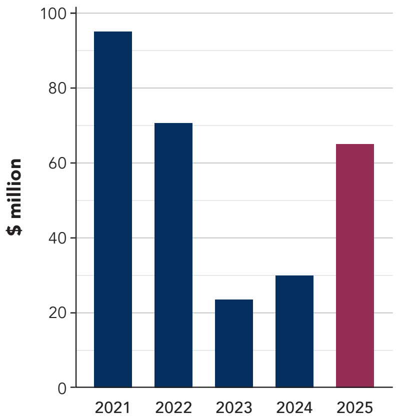
Underlying profit



Dividends



Net profit after tax



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Bulk cargo volumes remained similar to last year at 1.7m tonnes, reflecting the stable nature of non-containerised cargo flows in and out of our region.

Group revenue was almost identical to last year at $132m, compared to $133m. Operating expenses were up 8% to $94.4m. This included a $2.7m increase in the cost of materials and services, related to increased maintenance costs and higher IT costs, as Port Otago transitions to being data led in its day-to-day business.

In October 2024, Port Otago reached the extraordinary milestone of 150 years of operation. During the official celebration at the Dunedin Town Hall, attendees reflected on achievements and challenges faced by our forebears. "We recognise that, in 2025, we are navigating the same challenges – larger ships, needing more landside space, managing extreme weather and harnessing new technology. Port Otago is here for the long-term, contributing towards a healthy future for our owners – the people of our region.

"To that end, we have refined our strategy over the past 12 months. Supporting our **always open** policy, we are also focused on creating space to grow and being data led in our decision making. Southern Link is key to addressing our wharf-side space constraints. In relation to being data led, we have taken significant steps towards improving our raw data and we are already a stronger business for it.

"In the 12 months to 30 June 2025, more than $70m was invested in long-term assets, including ordering a new $36m dredge – jointly with Napier Port – and a $15m Damen tug, the $14m rail pad project, early stage development of Southern Link and development of the ORC head office in Dunedin. This is on top of investing $47m developing assets last financial year."

Looking ahead, Tim says shipping reliability is expected to remain volatile, due to ongoing global supply chain issues.

"Consenting and construction of Stage 2 of Southern Link is a key project for the next 12 months. We are also looking forward to being big-ship capable by the second half of the financial year, with the arrival of our new Damen tug in January. Attention will then turn to reinforcing our harbour defences to withstand more frequent extreme weather events. Channel design work – including strengthening the Aramoana mole – is due for completion around mid next year."

Tim says the further reduction in cruise ship volumes for 2025/26 is disappointing, but recent government support for the cruise sector will help rebuild cruise numbers in the years ahead.

"We look forward to supporting customers' growth on the back of an improved economy. We are well placed to partner and invest, as we continue creating value for our community-owned shareholder."

Front page: *The New Era* is our 40-year-old suction hopper dredge, which will be replaced late next year by a new $36m dredge (owned in partnership with Napier Port). *The New Era* was designed by the Otago Harbour Board and built in Port Chalmers in 1985. While not the most glamorous asset in our marine fleet, she has been critical to keeping us **always open**. Thank you, *New Era*. Enjoy your moment in the sun.

Our kaimahi

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Onboarding new recruits

One of last year's Integrated Reporting "work ons" for Our kaimahi was "Onboarding new recruits, making the most of their 'fresh eyes' on the job". We asked two of our recently recruited cargo handlers if we had walked the talk.

Jean-Pierre Burger has 14 years' experience in South African and New Zealand ports:

"It's a smaller port and the way Port Otago does things is a lot more efficient. Having worked at other ports, I have had a couple of insights – and people have listened and taken it on board. If it's sensible and feasible to work here, they've considered it. My insights have been well received and no one here has ever dismissed me. Management, senior levels and my peers in operations are all really respectful of what anyone has to say and that's a refreshing environment to work in."

Tailasi Kilisome has 25 years' experience in the port sector (Tuvalu and New Zealand): "I lost two of my workmates on the job where I used to work, so – if I see something that's unsafe or puts people at risk – I'll say something. I tell the person 'Take your time and be safe'. It's a thing we do if we love someone. And I'll tell the manager if I need to. Rules are there to keep us safe. I want everyone to go home to their families at the end of the day."

Key injury statistics

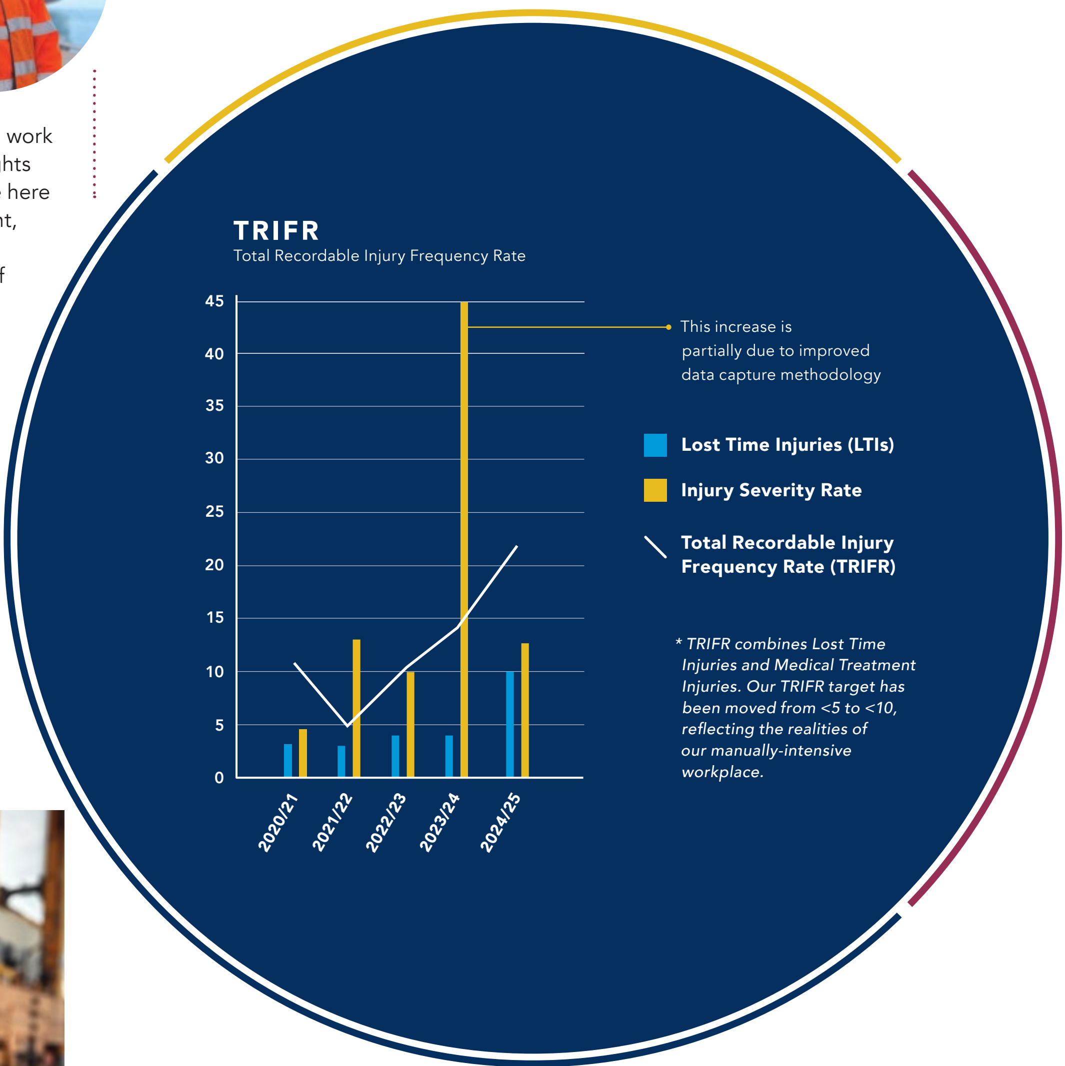
During the past year, we achieved a Total Recordable Injury Frequency Rate of 22, 60% up on the previous year.

Head of Safety Ross Buchan says the increase is not attributable to one common factor. "Lost Time Injuries (LTIs) doubled compared to last year, because we've had a strong focus on reporting injuries and actioning appropriate treatment.

"Positively, the Injury Severity Rate was 72% less than last year. This was due to two reasons. Some of our LTI injuries were very minor in nature and only required a day or two off work. Our improved injury management practices over 2024/25 also had a positive impact."

Average days taken to return our kaimahi to work after a work-related injury dropped from 22.5 days in July 2024, to 12.9 days by June 2025.

In the past year, we focused on conducting more Visual Safety Leadership conversations. We achieved 953 observations of potential risks – a 20% increase on last year.



Our harbour taoka and beyond

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Reducing carbon emissions

One of last year's two steps towards our climate change related goals was to "Set science-based climate change targets".

Strategic Projects Manager Kevin Kearney says thinking in the climate change space progressed significantly in the past year. "The sector now better understands the uncertainty around technology transition and the developing low carbon solutions. It appears that technology solutions are not advanced nor extensive enough to support either a science-aligned or science-based emission reduction pathway. In reality, our emission reduction trajectory will be non-linear, as low carbon alternatives become available. We therefore consider it more useful to set emission reduction – that is, decarbonisation – targets that are driven by our asset replacement schedule. This aligns with many other large infrastructure businesses."

Sixty-eight per cent of Port Otago's emissions relate to fuel and electricity. (See doughnut graph below/right – blue section.)

Kevin says that, given the limited fuel alternatives available for marine plant in particular, setting ambitious near-term targets is not realistic. "In the interim, we are reducing marine carbon emissions by using fuel and activity data insights to drive process improvement in maintenance and operational activity."

Within our decarbonisation roadmap, we are targeting net zero emissions by 2050.

We are using the next five to 10 year period to address key actions on our carbon emissions reduction pathway. The priority is investigating options to run current machinery more fuel efficiently, while we await technology advancements and proven electrical equipment to be commercially viable.

Emissions summary

Total emissions

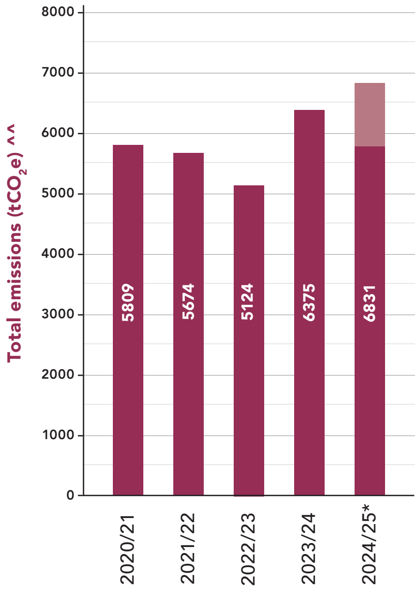
Our total emissions were up 16% due to the inclusion – for the first time – of Well-to-tank (WTT) emissions^. (Because we have not previously reported on WTT emissions, the figure is differentiated by the lighter shade of maroon.) Excluding WTT emissions, our total emissions would be down by 9% on last year, due to reduced dredging activity and fewer shipping movements.

^ WTT emissions occur during fuel production, processing and transportation until fuels are ready for use. They also cover the entire upstream process.

^^ CO$_2$e stands for "carbon dioxide equivalent". It is a single unit that accounts for all greenhouse gases, including carbon dioxide, methane and nitrous oxide.

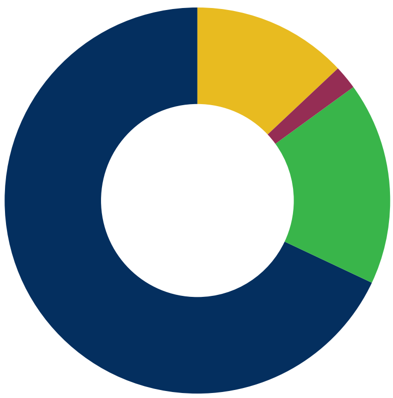
TOITŪ CARBON REDUCE ISO 14064-1 ORGANISATION

This data is based on a self-assessment using Toitū emanage. The Toitū audit and verification is scheduled for December 2025.



** Yet to be audited*

Emissions by category



KEY

- **Category 1** Direct emissions arising from Port Otago business (i.e. fuels)
- **Category 2** Indirect emissions arising from energy (i.e. electricity)
- **Category 3** Transport emissions (i.e. travel, freight)
- **Category 4** Emissions from products/services used by Port Otago (i.e. waste, electricity distribution losses)

Chalmers Properties' climate initiatives

Chalmers Properties is incorporating climate initiatives into some of its new warehouse developments. At Hamilton's Te Rapa Gateway, the RML Machinery build is harvesting rainwater from its warehouse roof and the IAG RepairHub building has 172 solar panels installed.

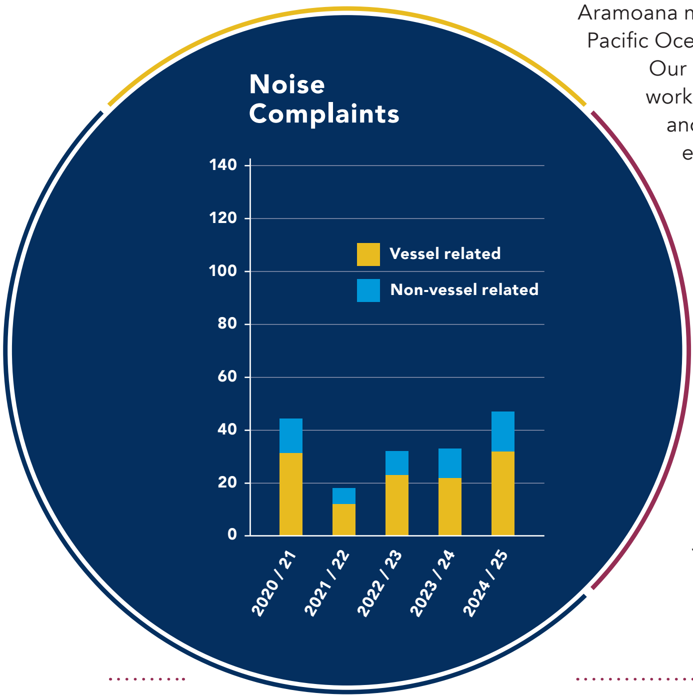
Chalmers Properties has begun using BraveGen Utility – a software platform that collects and analyses electricity, water and gas data – to generate a clear view of a property portfolio's utility use and associated emissions.

Noise complaints

There were 47 noise complaints in 2024/25 – 15 more than last year.

The increase cannot be traced back to any single reason. One possibility is a change in the personnel fielding our noise complaints, as the community appears to be more comfortable to log noise complaints.

Three vessels generated the 32 vessel noise complaints. The CMA CGM *Quelimane* was the most frequent offender. CMA has agreed to install a silencer on the vessel and planning is underway. The other two vessels were the *Ningbo* and Maersk *Monte Lascar*. A silencer has been installed on the *Monte Lascar* and discussions about silencing the *Ningbo* are underway.



Aramoana mole armouring project

In last year's report, we signalled that investigations into protecting the Aramoana mole from the unrelenting Pacific Ocean had just begun.

Our Infrastructure team has been working alongside international and New Zealand experts to establish a viable seawall infrastructure solution to protect the mole.

Infrastructure consultant Beca has been engaged to design the mole armouring solution with input from coastal modelling expert Oceanum.

Concept design is well advanced and a full recommendation will be presented to the Board by June 2026.

Te Rauone Beach settles in

It's two and a half years since Te Rauone Beach's initial sand deposits were placed along the shoreline.

The $3m Te Rauone Beach development involved construction of three 90-metre-long breakwater groynes and 28,000m^3 of dredged sand being added to the beach area.

The "Year 2 Beach Monitoring Report" was delivered by infrastructure consultant Beca in July 2025 and determines sand and/or groyne maintenance requirements.

From the report: "Over the first and second year following beach nourishment, fluctuations in beach volumes appear to be reducing with time on the northern beach, and possibly also on the central beach."

Beca believes the reducing volatility indicates a trend towards dynamic stability for the northern beach.

Climate actions rolled into asset management plan

The second step towards Port Otago's climate change related goals was to "Embed our adaptation plan into the asset management plan". This step is now complete.

Also now included in the asset management plan are the asset-related aspects of our long-term decarbonisation roadmap. Milestones within the plan flag when it is timely to consider transitioning to lower-emission mobile plant.

2025 Integrated Report S

Integrated reporting is about communicating the value we create across the six cap
interesting, quick and easy read about what matters to you. As we celebrate 15

Our kaimahi

This is our human capital. It's about our people who show up, day after day, to make everything happen with a culture we can be proud of. We have the best team at the port, and they must go home safely every day. It's been a year of change with the new roster, new cargo handlers, new office. Change can be a good thing, but no one said it was easy.

"As a leader, you can sit up there with all the ideas, but it's your front liners who implement them. Thoughts from good leadership need to filter down to ensure the right culture at all levels, it's happening!" **Councillor Kevin Malcolm**, Chair, Port Liaison Committee, Otago Regional Council

What's most important: Safety. The best team. Culture and wellbeing hauora. Leadership.

2024/25 performance: TRIFR: 22. LTIs: 10. Injury severity rate: 13. % women in all roles: 17%, board: 29%, LT: 27%.

Our wider team

This is our social and relationship capital. It's about our strong stakeholder relationships with our community and iwi, our customers, partners and suppliers, our shareholder, Otago Regional Council, and others. We value our relationships highly and do our best to listen intently. When customers up their number of containers, we need to find more kaimahi to pack them and somewhere to store them in areas where space is already tight. And just when we think we have a plan with our shipping lines, the weather throws a curve ball, and delays hit us hard.

"There have been tough times with shipping, but the port's communication on any delays has been outstanding with no drop in service level at all." **Maico Lenhard**, Logistics Manager, Alliance

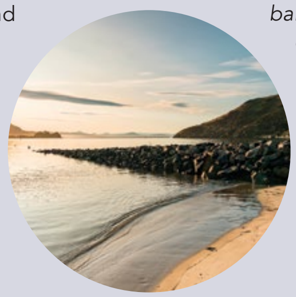
What's most important: Strong relationships.

2024/25 performance: Active sponsorships: 125. Community containers: 12. Port Noise Liaison Committee meetings: 4.

Our harbour taoka and beyond

This is our natural capital. We take our job as custodians of the harbour seriously, valuing our precious environment and protecting it for the future. Building resilience to climate change and reducing our own impacts has never been more important. We impact the climate, and the climate impacts us, of that there is no doubt. We have leveraged data to assess and reduce property climate change risk.

"I used to sleep outside on a veranda all year round. I would hear the birds on the hill at night and the seabirds over the harbour in the morning. Nature is a part of us, it holds our history. From an iwi perspective, it's about not reaching a tipping point. The harbour is a finely balanced ecosystem, and we shouldn't be choosing to dredge deeper or reclaim more land." **Edward Ellison**, Upoko, Te Rūnaka o Ōtākou



What's most important: Nature. Climate change.

2024/25 performance: Scope 1 & 2 GHG emissions: 5513 tCO_2e. % Fuel: 68%. % Electricity: 13%. % LED in all lighting: 93%. Noise complaints: Vessel: 32, Non-vessel: 15.

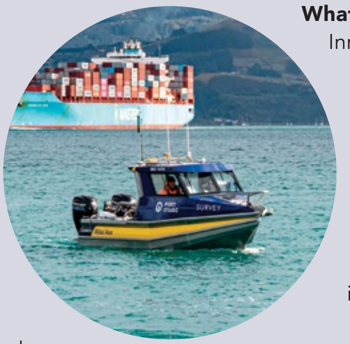
Summary: **Always Open**

...itals shown on this poster. We hope this summary of our 2025 Integrated Report is an ...0 years, our strategy for the future is: **Always open. Space to grow. Data led.**

Our know-how and skills

This is our intellectual capital. It draws on our ability to keep learning, building on the data available to us to continue to improve. We know we're not a big port and we don't expect to lead the way on everything, but we see the value in being a fast follower when it comes to innovation. We keep an eye on what other ports are doing around the world and explore how we can apply new techniques here.

"The integration between port and rail assets and resources needs to be collaborative, that's when our assets and resources find efficiencies." **Alan Piper**, Executive General Manager - Freight Markets, KiwiRail



What's most important:
Innovation.

2024/25 performance:
Learning activities: 7663. Average training hours per employee: 25.8. Transfers, promotions, secondments: 58. % new appointments internal: 56%.

Our assets

This is our manufactured capital. It is about our port, the buildings and equipment, and the business of importing and exporting goods for the region. We must balance our customers' needs and do our best with what we have, with an eye on the future and the space we all need to grow. We are the first to admit space is tight on the wharf. We do our best to balance container flows, bulk cargo and the safe passage of cruise passengers, but shipping delays and container congestion are ongoing challenges.

"Secure supply is critical given we produce food for such a vulnerable part of the population, so we rely on our close working relationship with Port Otago to get this right." **Toby Gundesen**, Head of Logistics ANZ, Danone

What's most important:
Wharf capacity and infrastructure. Shipping volatility.

2024/25 performance:
Gross crane rate: 24.9/hour. Berth utilisation: container ships: 28%, cruise/log ships: 33%. Daily average TEU: 1794. Vessel movements: 639. Export volume/value: 2.28mt, $8b. Import volume/value: 708kt, $1.5b. TEU volume: 249,015.

Our financial value

This is our financial capital. The returns we generate for our shareholder, Otago Regional Council, are passed onto the people of Otago in many ways, including reduced rates. Our plans for the future rely on our ability to fund growth to meet the needs of our customers and the region. Customers and partners rely on our efficiency to get products to international markets smoothly and cost effectively. Income from our property business remains strong, while cruise has taken a knock in recent years.

"Port Otago plays a critical role in enabling and supporting a strong economy in Otago. Ensuring good connections to domestic and international markets for exporters and unlocking Otago's growth potential in agriculture, horticulture and forestry should remain a focus for the port." **Richard Saunders**, CEO, Otago Regional Council

What's most important:
Financial performance.

2024/25 performance:
Underlying profit: $36.9m. Profit: $64.6m. Dividend: $18.0m. Shareholder equity: $762m. Equity ratio: 77%.

Our wider team

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Exporters embrace Northern Star service

In November 2024, Port Otago welcomed the Maersk *Innoshima* – the first vessel to berth in Port Chalmers as part of the new Northern Star service.

The weekly service operates a rotation of: Shanghai – Hong Kong – Brisbane – Auckland – Nelson – Timaru – Port Chalmers – Napier – Tauranga.

GM Customer Craig Usher says export customers value the direct service into China and are supporting the route well. "It's appealing to our frozen and chilled food product customers, who have perishable, high-value products. That product is reaching the market quickly and in good condition."

Engaging with cruise sector

The 2024/25 year was an especially challenging one for the New Zealand cruise sector, with three key issues continually raising their heads:

- The cost of cruising in New Zealand
- Lack of biofouling/cleaning options, and
- The threat of a Milford ban, which was addressed in May 2025.

Port Otago took a three-prong approach to engaging with cruise customers and partners during the year, attending Seatrade Cruise Global in Miami, meeting face-to-face with cruise lines in Sydney, and coordinating lobbying activity across the sector via the New Zealand Cruise Association (NZCA).

Partnering for a solution

While the seven-month Port Chalmers Container Terminal rail pad replacement was a well-executed project, it did require operational work-arounds to keep product moving across the wharf.

The project was initially scheduled to take 12 months, but some clever engineering solutions shaved months off the project. And, while a temporary rail pad arrangement was set up on the Container Terminal Wharf, this was not suitable for all export products.

GM Customer Craig Usher says that, when the project was announced, Port Otago and long-time customer MDF exporters Daiken New Zealand sat down together, to determine options for reducing the impact on their supply chain. "The solution came in the form of several actions. The customer changed the mode of transport from the plant to the terminal, and the port started accepting road instead of rail. And we opened up a portion of the rail pad early."

The early opening was an impressive feat, brought about by collaboration between KiwiRail, our Operations and Infrastructure team and rail pad construction contractor Martinus.

Our assets

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Partnering to build $36m dredge

The 26-month build of Port Otago and Napier Port's new $36m dredge is on schedule for a late 2026 delivery to New Zealand.

In December, Port Otago and Napier Port announced a joint venture to invest in a state-of-the-art trailing suction hopper dredge from Dutch shipbuilder Damen Shipyards.

New $15m tug to ensure always open port

As part of Port Otago's strategy to be New Zealand's **always open** port, a new 70-tonne Damen ASD 2312 tug has been ordered for a January 2026 delivery.

The $15m tug is a key piece of infrastructure that will allow the port to be big-ship capable. The three other essential components are already in place: the Multipurpose Wharf; consent to deepen the Lower Harbour channel to 15 metres; and the new state-of-the-art dredge.

Milford: Open for business

The New Zealand Government's June 2025 announcement that cruise ships will continue to be allowed into Milford Sound addresses one of three major challenges facing the country's cruise sector.

The other two challenges are the cost of cruising in New Zealand, and the lack of local facilities for vessel hull cleaning to address biofouling concerns.

Chief Executive Kevin Winders: "The recent announcement is a good start in rebuilding New Zealand's brand from 'closed to cruise', to '**always open** for business'."

Southern Link Stage 1 on track for October opening

Stage 1 of inland port Southern Link (Mosgiel) is well underway and on track for containers to begin working through the site in November this year.

Southern Link – situated on 50 hectares on the corner of Dukes and Stedman Roads – is a joint venture between Port Otago and Dynes Group.

Development of the full Southern Link site received a weighty endorsement in May, when the Government announced an $8.2m loan to KiwiRail towards establishing railway infrastructure at the Mosgiel site.

In September 2025, Port Otago completed construction of a $13.5m rail pad on the Port Chalmers Container Terminal, enabling seamless connection of containers to and from Southern Link.

Our know-how and skills

Visit **portotago.co.nz/About/IR** to read these stories in full

In-house Survey team proving invaluable

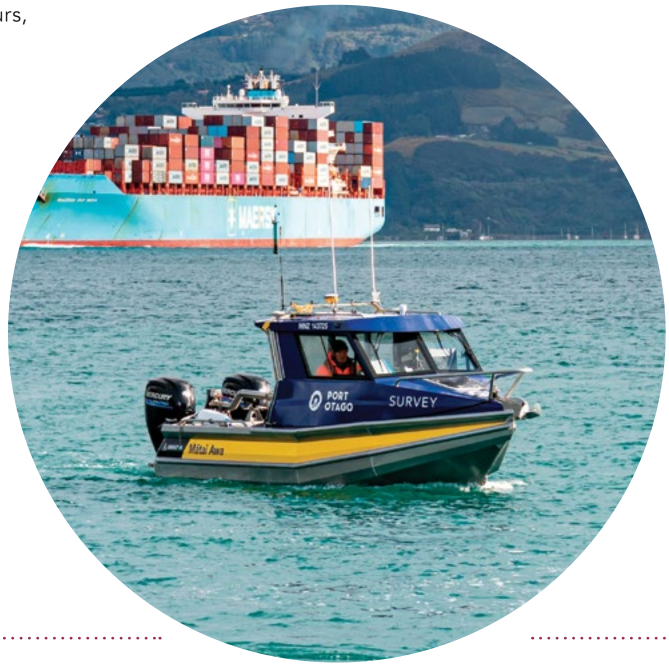
Our Survey team has only been in action since January 2025, but is already indispensable.

For the previous 10 years, Port Otago had contracted out its hydrographic surveying. We now have experienced surveyors Peng Ong and Allan Sutherland and a Senator 650, *Mātai Awa*, out on the harbour several days of each month.

GM Marine & Infrastructure Grant Bicknell: "Our **always open** strategy depends on an **always open** channel. By having surveying capability within our business, we can react to any storm events as soon as conditions allow and clear the channel ready for business within hours, versus days."

There is also a bigger picture aspect. "The Survey team's first task was a full hydrographical survey of our entire harbour channel. This established our exact channel depth profile in relation to accommodating our current shipping line vessels and any potential future vessels. It also confirmed that we are very close to our desired 14m depth, which we've been working towards for some time."

The Survey team works alongside the Dredging team most days, feeding them real-time measurements so they know exactly where to dredge and how deep. *(See photo essay on page 11.)*



Intelligence gathering in Sydney

Over the next two years, Port Otago has a once-in-a-lifetime opportunity to change its container terminal operating mode.

Investigating options for container terminal operating modes has significant interplay with the port's decarbonisation roadmap and future electrification of container-handling equipment.

Chief Executive Kevin Winders: "We have near-end-of-life mobile plant and terminal infrastructure – including our two ship-to-shore cranes – so it's timely to review our long-term container terminal planning. The big question and opportunity is 'do we change our mode of operating?'"

There are essentially three container automation modes: Full, partial and manual. Our Port Chalmers Container Terminal operates manually.

In April 2025, the Board and some of the Leadership Team went on a fact-finding mission to Sydney. They visited four ports, each operating a different mode of container automation: QUBE Intermodal Moorebank, Patrick Terminals, Hutchison Ports and DP World.

What next? Strategic Projects Manager Kevin Kearney is working with international logistics consultant Portwise to review future container terminal operating options and a recommendation is expected by December 2025.

Using BI to support vessel planning

Last year's report included the following step towards our know-how and skills related goals: "Business Intelligence (BI) systems to support our planning decisions".

Over the past year, our IT team has been working solidly towards understanding and connecting the company's different operational data sets.

Head of IT Ollie Barton-Jones: "We now have the first deliverable from this connected data set – the Vessel Departure Estimator."

Launched in June 2025, the estimator has two main uses. "From their mobile devices, our Marine team can instantly get an idea if a vessel is likely to meet its departure time. Missed departures are costly, with marine resources all scheduled ready to go – pilots, vessels, tugs – as well as the work landside to safely release a vessel.

"The Operations team are using the estimator as an overview during a vessel exchange. The underlying data sets help identify root causes of delays, while maintaining a safe, productive exchange."

Photo essay:

Dredging to be **always open**

For the past 150 years, in-house dredging capability has allowed us to respond quickly to weather events and to deepen the Otago Harbour channel progressively, so it is **always open** to bigger ships. Today, effective dredging is as important to the business as it has ever been. In addition to partnering with Napier Port to acquire the new Damen trailing suction hopper dredge – which will join our existing dredging fleet (the *Takutai* backhoe dredge and barges *Hapuka* and *TR Healy*) – our Marine team is using advanced modelling to better understand our future channel needs. And our hydrographic surveying team is improving dredging efficiency on a day-to-day operational basis. *(See story on page 10.)*

Port Otago celebrates 150 years

PORT OTAGO CELEBRATES 150 YEARS

During 2024/25, Port Otago celebrated being part of our community for the past 150 years. The celebrations included four significant events/activities.

Museum re-opening

What better way to mark 150 years than by supporting the preservation of Otago's rich maritime history? The Port Chalmers Maritime Museum was shut for 18 months, while we carried out a $3m upgrade and extension, alongside the construction of our own adjoining Port Otago Annex. In October 2024, we handed the space back to the community when the new-look museum was officially re-opened.

Formal celebration

We celebrated 150 years with a formal function at the Dunedin Town Hall on 19 October 2024. About 150 people attended, including past and present directors, employees and stakeholders.

Open Day

Port Otago's gates were opened on Labour Day Monday 2024, so the owners of the port could look inside and celebrate alongside our kaimahi. It was an action-packed day for the 2000-plus people who came along.

Sponsorship

The 150-year mark provided an opportunity to celebrate our community through additional sponsorships. We supported 69 different organisations, through 125 active sponsorships, and another 12 community containers made their way out into the wider Otago region, bringing the total to 52.

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