



2019 Sustainable Development Report

Pioneering through partnership



PORT WARATAH
COAL SERVICES

Welcome to our report

About this report

Sustainability considerations are integrated in our day-to-day operations. Our sustainability approach is embedded into our business strategy and is underpinned by our values, drivers for success and monitoring and management processes. For that reason, our 2019 Sustainable Development Report is again structured around our five key business drivers. More information about how we manage our operations can be found on our website at pwcs.com.au.

Each business driver and theme has a series of objectives. Success in achieving these objectives is determined through meeting qualified targets. We will know when each target has been met through measuring relevant indicators.



Global Reporting Initiative (GRI)

This report has been prepared in accordance with the GRI Standards: Core option. It relates to our performance for the 2019 calendar year and contains Standard Disclosures from the GRI Sustainability Reporting Guidelines. For most disclosures we have chosen to only report information relevant to the current year as our processes for measuring performance have not changed since our 2018 Sustainable Development Report. Our 2019 GRI Content Index and performance relating to earlier years can be found on our Sustainable Development website sustainability.pwcs.com.au.

For more information, or to provide feedback, please email contact_us@pwcs.com.au or call our Community Enquiries Line on +61 (0)2 4907 2280.

Collaboration is key

Building relationships and working in partnership isn't just in our tagline, it's at the core of the way we do business. We collaborate with our employees to create a safe and welcoming workplace, uphold a culture of shared responsibility and deliver a reliable, agile service for our customers. Our departments and work teams collaborate on initiatives and projects to maintain our ongoing efficiency and the continuous improvement of our operations. We collaborate with our customers and coal chain partners to connect high quality Hunter Valley coal with the world. We collaborate with our local community and the not-for-profit sector to create shared value for the Newcastle and Hunter Region. Throughout this report, you will see the crucial role collaboration plays in achieving our operational, social and environmental objectives.

Reflections on 2019

Hunter Valley coal exports through the Port of Newcastle recorded an all-time high in 2019. At Port Waratah we loaded 110.6 million tonnes into 1,226 vessels across our two terminals for 38 different producer or trading customers bound for destinations around the globe – representing our second biggest year in terms of export tonnes.

But our approach to sustainability acknowledges that our business is much more than that, it also concerns:

- the safety of our people – we recorded our best safety performance in four years;
- the wellbeing of our environment – we halved the number of incidents which have the potential to negatively affect our environment, compared with the previous year. However we experienced regulatory action in regards to two of these incidents;
- our potential impacts – we continue to adopt low noise technology drives at our Carrington Terminal so our noise output is reduced for surrounding residential neighbours;
- our supply chain – \$4 in every \$5 was spent in the Hunter and Central Coast, that's \$86.5 million dollars on materials, contractors, consultants and professional services;
- our stakeholders – we welcomed 1,416 visitors through our free, up-close and personal tours programme of Kooragang, and we recorded over 10,300 social media engagements;

- equality and diversity – we have a well established diversity and inclusion programme through which 70% of our workforce has had unconscious bias training and domestic violence awareness training;
- innovation and collaboration – ranging from making work safer by eliminating the hazardous aspects of vessel marine surveying, to supporting medical research and creating better social outcomes.

Challenges and opportunities

At Port Waratah we recognise the role of trust in our relationships. With our workforce, I strive to do what I say I am going to do. With our community, we report our performance transparently, when we are doing well, and also when we need to do better.

Consistent with this we also do not shy away from recognising the challenge to our industry arising from human-induced climate change. As the world continues to change to mitigate the risks of climate change, the global energy mix is changing, albeit slowly. Different parts of the world are in different stages of the move towards a lower-carbon future, but a common element is that coal continues to contribute to the goal of a reliable, affordable and sustainable energy mix. This is particularly true in the Hunter Valley's core markets in South East Asia, where growth in energy demand requires the development of generation capacity across the suite of sources: gas, solar, wind, coal – and in some countries nuclear.

The Hunter Valley coal industry meets this demand from a resource base that has much life left and has quality advantages over other sources of thermal coal. Considering all this, our expectation is that exports through Newcastle will be stable over the medium term. We are planning to operate both of our terminals through the end of this decade and are committed to continue to improve, so that we can do so in a way that meets the expectations of all our stakeholders.

Hennie

Hennie du Plooy
CEO



12 Health and Safety

Our performance must reflect that we hold the health and safety of people in our business as an overriding value.

36 Effective Organisation

Our culture encourages and rewards employee alignment and engagement. Our systems support efficient and effective leadership, robust governance and excellence in operational delivery.

16 Licence To Operate

Our environmental performance and our engagement with stakeholders will support being granted ongoing and, if required, new Licences To Operate.

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30 Relationships and Reputation

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40 Operational Delivery

We deliver the services our customers expect and we care for our assets so that we can do so reliably on an ongoing basis at the lowest sustainable coal handling charge. We have efficient and robust governance and commercial processes.

42 Coal Chain

We engage proactively and positively with end users, customers and other service providers in the interest of maximising coal chain performance while securing our commercial model. We understand our development opportunities and are positioned to be able to pursue them when required.

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KEY ACHIEVEMENTS



Health and Safety

- ✓ Launched the Live Better, Work Better wellbeing programme, which aims to assist employees with their physical, emotional, social, spiritual and intellectual wellbeing.
- ✓ Awarded SafeWork NSW's Excellence Award for our innovative Marine Survey Trolley.



Licence To Operate

- ✓ Successfully commissioned 13 megalitres of additional stormwater storage capacity at the Carrington Terminal, improving the ability to manage storm events.
- ✓ Storylines, a project reflecting on our Community Partnerships from 2016 to 2018, was launched in February 2019.



Effective Organisation

- ✓ Our 2019 Employee Engagement Survey saw the highest ever participation with 85% of employees taking part.
- ✓ Continued development of the One Team approach with 91% of employees attending Employee Development Days.



Operational Delivery

- ✓ 110.6Mt of coal loaded onto 1,226 vessels.
- ✓ The Kooragang Terminal achieved a new annual shiploading record of 95.7Mt and monthly shiploading record in December of 9.2Mt.



Coal Chain

- ✓ Two new export destinations added (Sri Lanka and Cambodia), bringing our total to 17.
- ✓ Achieved a new record low vessel turn-around time of 2.6 days.

OUR ROLE IN SOCIETY

*We are a business
with a local heart
and global reach*

Port Waratah Coal Services Limited is an unlisted public company with headquarters in Kooragang NSW, Australia. We have been operating since 1976, delivering an efficient, high-quality and reliable service to local coal producers. Port Waratah plays a vital role in the Hunter Valley Coal Chain, enabling our customers to reach a global market. We stockpile, blend and load coal for export in the Port of Newcastle, and own and manage export terminals at Kooragang and Carrington, both of which operate 24/7. The terminals have a combined capacity of 145 million tonnes (Mt) per year. Our terminal services are critically important to the region's coal industry – connecting Hunter Valley coal with the world.

We employ 315 people, plus 13 hosted apprentices and 9 casual employees, all of whom work to ensure excellent delivery of our services. We work with coal producers and numerous other service providers in the Hunter Valley Coal Chain, one of the largest and most collaborative coal supply chains in the world.

Sustainable business is smart business

Environmental, social and economic aspects have always been part of the way we do things – it just makes good business sense. We use our corporate values of integrity, excellence, caring and progress to help us navigate our day-to-day activities. We also use our business drivers, which integrate the principles of sustainability, social responsibility and shared value, to support the achievement of our vision and purpose. We set objectives, measure and monitor our progress, and report our performance internally and externally.

Collaboration is crucial

Operating in the Port of Newcastle means we have the potential to impact on natural and urban environments. We are committed to meeting our legal obligations and to investing in our operations. To understand and fulfil our responsibilities, and to set our objectives, we engage in open and authentic dialogue with our stakeholders. We build strong relationships with our people, customers and community, and work in partnership with them. Knowing and understanding their perceptions, interests and expectations enables us to maintain

operational excellence and to continuously improve our performance to create a more sustainable society.

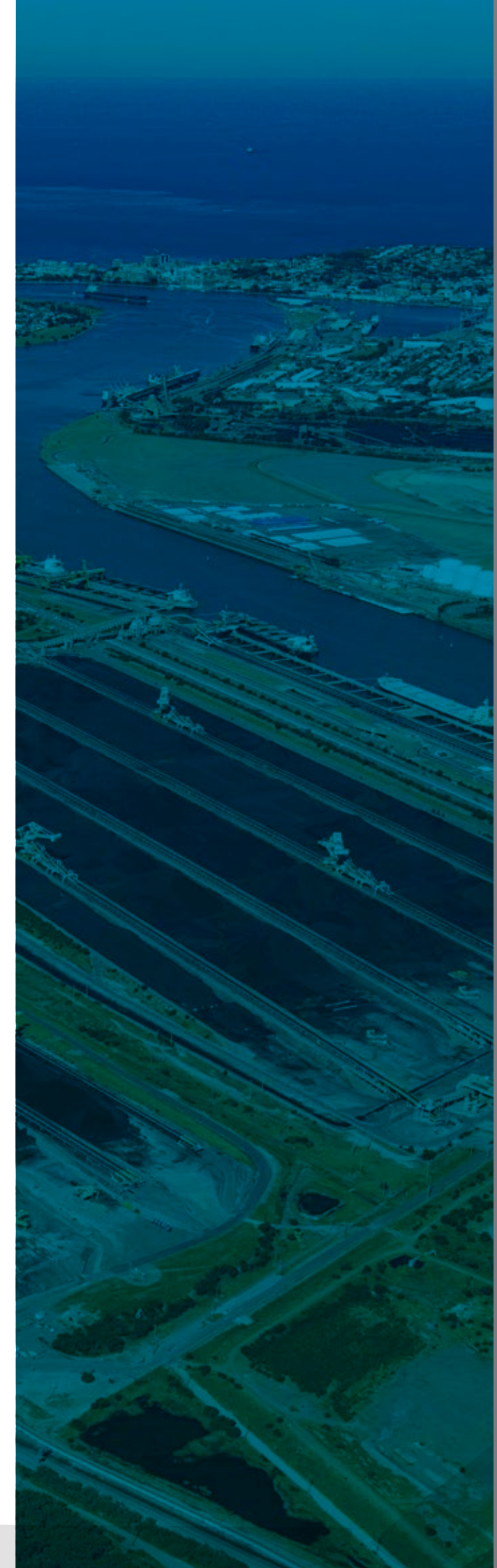
This year, as part of our ongoing community engagement, we continued our partnership with the CSIRO to independently facilitate our Community Surveys called Local Voices. The approach allows community members to respond confidentially and helps us to understand the issues that matter the most to them. Their responses are reported to our Senior Leadership Team to develop actions to address improvements and leverage opportunities. During 2019 two Local Voices Community Surveys were conducted and the community's feedback is included throughout this report.

Future outlook

We provide a high-quality export service for the Hunter Valley coal industry, and in 2019 we loaded 110.6Mt of coal, of which 99% was exported to Asia. In our experience, demand for our region's coal has been reasonably stable for the past 8 years and it appears to align with the International Energy Agency's predictions that global demand for coal is forecast to be stable through to 2023.

There is industry recognition that there are major transformations underway for the global energy sector, and that it is headed towards a low-carbon future. Our role in society is therefore contextualised by coal's important role in a secure and sustainable energy future as part of that transition. We acknowledge the findings of United Nations Intergovernmental Panel on Climate Change (IPCC), and recognise the International Energy Agency's World Energy Outlook 2018 (WEO 2018), which describes the transformation around the key emerging themes of affordability, reliability and sustainability. All of these factors will influence the future of seaborne traded coal and the Hunter Valley coal industry's future output.

Looking beyond 2023, the most likely scenario suggests that coal's contribution to the global energy mix will decline from 27% to 25%, mainly due to growth in the renewable energy and natural gas industries. However, a projected global increase in demand for energy means we expect a flat growth, or a 2% increase in the



demand for coal. This is largely driven by developing Asian nations, and we expect that their demand for coal-fired electricity generation will continue as they build capacity across other forms of energy generation like gas, solar, wind and in some cases nuclear.

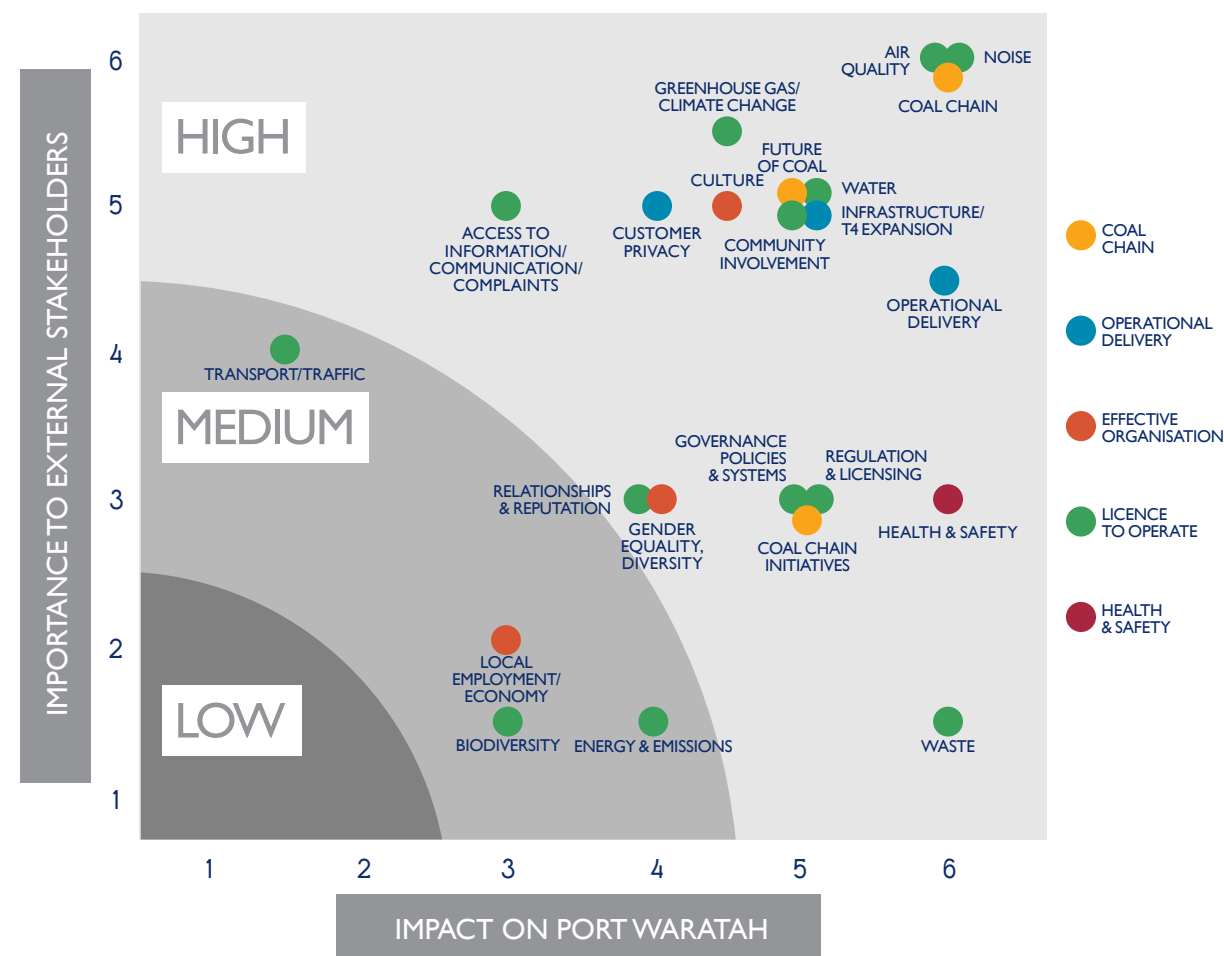
Having considered a range of scenarios against the backdrop of trends for global energy and coal usage, global climate change policy and direct consultation with our customers, we asked ourselves, 'what level of demand should we plan for?' Our conclusion was that we should expect volumes within a narrow range approximating current actual throughput levels to continue to 2034. As with all scenario analysis, there is inherent uncertainty in the estimates and predictions, and we are committed to regularly reviewing and adjusting our strategy as may be needed.

In practical terms, this means Port Waratah has sufficient installed capacity and is committed to continue operating both of our terminals into the foreseeable future. It also means that we will continue to actively pursue an extension of our Carrington Terminal lease

with the Port of Newcastle and that we will maintain our assets to deliver contracted capacity.

Materiality

Through our active engagement with our stakeholders we recognise that each of them has differing interests and expectations in the way we conduct our business. Materiality is essential for quality sustainability reporting, and ensures we provide timely and transparent information on issues most important to our stakeholders. In 2017 we conducted a materiality assessment to identify critical business and sustainability issues and the level of interest our key stakeholders have. Although we have not conducted a formal assessment this year, we use our Stakeholder Engagement Strategy and regular stakeholder feedback to confirm the relevance of these issues. A comprehensive review of our materiality assessment is planned for 2020.



Contributing to the global sustainability agenda

Port Waratah is committed to contributing towards the achievement of the UN Sustainable Development Goals (SDGs). We continue to address the challenges and targets identified in the SDGs in the context of our own business and operational environment, and have many strategies, systems, programmes and initiatives that align with the SDGs. In our 2017 Sustainable Development Report we described how we qualitatively contribute to the SDGs directly through our core business activities, and in 2018 we detailed how our Community Investment and Partnership Programme qualitatively and indirectly contributes to the achievement of the global goals.

In 2019 we undertook a comprehensive review of our operations and our supply chain to ensure we are mitigating and addressing modern slavery risks, thereby positively impacting SDG 5 Gender Equality, and SDG 8 Decent Work and Economic Growth. Although we consider most of our direct suppliers to be low-risk, we recognise that higher risks may occur deeper within our supply chain. As part of the review process we referred to the *UN Guiding Principles on Business and Human Rights*, which resulted in the development and refinement of policies and procedures to ensure human rights are respected in our workplace. Since the review we have:

- developed an action plan;
- developed and published a Modern Slavery Policy Statement;
- published our Code of Conduct and Whistleblower Policy Statements;
- developed a Supplier Self-Assessment Questionnaire to further understand risk for specific suppliers;
- reviewed and updated our Purchasing Policy and Purchasing Procedures to include references to Modern Slavery legislation;
- briefed contractors and suppliers;
- published our inaugural Modern Slavery Statement.

The Policy Statements and 2019 Modern Slavery Statement are available on the [Governance](#) page of our website.

OUR COMMITMENT TO ELIMINATING MODERN SLAVERY IN OUR SUPPLY CHAIN

128 of materials and services were reviewed
with a combined procurement **VALUE OF \$105 MILLION**



Suppliers assessed using social and environmental risk management tool

NO SUPPLIERS WERE ASSESSED AS HIGH OR CRITICAL

113 SUPPLIERS assessed as low risk

15 SUPPLIERS were identified as a potential moderate risk which require further review and engagement with the supplier



Our business is guided by our core values of integrity, progress, excellence and caring, which influence our day-to-day activities along with our strategic business drivers. This approach provides us with the platform to create positive social and environmental impacts while understanding our stakeholders' expectations and forms the basis of our performance evaluation.

As an unlisted public company, Port Waratah is overseen by a Board of Directors representing a range of shareholders. This Board determines and monitors our strategic direction to ensure we meet our legal and social responsibilities. The Board's Audit and Risk Committee and its Health, Safety and Environment Committee, focus specifically on compliance and governance to manage our operational risks and challenges. We have a comprehensive internal audit programme to ensure our governance processes achieve their objectives. Our policies and management systems lay the foundations for our culture and how we engage with each other and our stakeholders.

Our governance framework involves all levels of our organisation, and everyone has a role in reviewing, identifying and managing sustainability opportunities and risks.

Position descriptions for each employee are aligned with our business strategy and include commitments to our business drivers. Targets are embedded in all employee annual performance reviews and in our business performance incentive programme. All new Port Waratah employees and contractors undertake an induction programme that includes training on our values and business drivers.

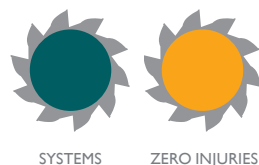
Our reporting includes the impact of our operations on our stakeholders including our employees, our community and the environment. Most of our regulatory reporting is related to financial, environmental and workplace health and safety requirements as dictated by State and Federal Governments. We are also subject to external financial, health and safety and environmental audits.

Our Environmental Management System is certified to ISO 14001 and our Health and Safety Management System to Australian Standard OHSAS 18001. In 2019 there were no incidents or legal actions in relation to: corruption, anti-competitive behaviour and violations of anti-trust and monopoly legislation; breaches of customer privacy; discrimination; and non-compliance with laws and regulations in the social and economic area. However, Port Waratah did record five environmental incidents, which were non-compliant with our licence conditions. More information about these incidents is provided in the Environment section of this report.

WE GO BEYOND REGULATORY COMPLIANCE

We encourage a culture of shared responsibility and accountability





Port Waratah's value of caring drives our overriding commitment to the health and safety of our people.

How we manage health and safety

Port Waratah is based at an industrial site where large, moving machinery is operating, often remotely and automatically. We have a number of systems in place to provide safe access to those on our sites, including employees, contractors and visitors. Robust systems and processes provide the foundation of our management approach to health and safety and are underpinned by our certification to OHSAS18001. Health and safety training for all workers, that is specific to their job and workplace, identifies the risks and how to mitigate and manage them.

Performance

Port Waratah began the year with two recordable injuries. After achieving six months injury free, a further two injuries occurred in October and November, bringing the 2019 annual total to four. Although this is an improvement on the previous year, in which we recorded nine injuries, our ultimate goal is to have zero injuries.

Our ongoing focus is to continue to provide knowledge, resources and support to our people so they are empowered to make safe choices at work and at home.

Hazard identification and risk management

Port Waratah's hazard identification and risk management systems use a hierarchy of controls to eliminate or minimise risks to the health and safety of people on our site.

Everyone at Port Waratah is trained and encouraged to identify and report work-related hazards through our incident reporting system to ensure the hazard is communicated to others and containment controls or rectification actions can be undertaken.

Our system has a number of risk management tools and processes, including:

- pre-task hazard assessment tools, such as Take 5 and Job Safety and Environmental Assessments (JSEA). These tools are designed to be used on the job every day to identify hazards and implement appropriate controls before commencing a task;
- qualitative risk assessments, using a 5 x 5 risk matrix to assess the consequence and likelihood of a health and safety outcome. Completed by an experienced facilitator with a cross-section of experienced workers, they are used for the development of standard procedures and standard operating instructions, hazardous work, projects and more;

- Critical Control Monitoring Programme (CCMP), which involves developing risk assessments for each of our fatality risks and identifying critical controls and verification methodologies. They are verified by Leaders in the field on a regular basis, who also ensure the CCMPs are effective and understood by workers completing tasks involving critical risks.

Incident investigation

All people working at, or visiting, Port Waratah are encouraged to report health and safety related incidents, no matter how minor. These include hazards, near misses, injuries and illnesses as well as equipment damage.

Marine Survey Trolley – A unique solution to centuries old maritime practice

A completely unique and industry-first Marine Survey Trolley was developed by Port Waratah employees in response to a potentially fatal risk for marine surveyors when they undertake draught surveys on vessels berthed at Port Waratah terminals. Standard industry practice, which has been in place for more than 200 years, was for the marine surveyor to descend a rope ladder from the vessel and read the draught marks as close to the water line as possible. The innovative device that was developed involves a camera mounted on a trolley that can be lowered down the hull of a vessel, attached by a magnet. The camera provides accurate, real-time vision via smartphone or tablet, enabling the marine surveyor to read the waterline safely from the vessel deck. It eliminates risk, is cost-effective and efficient and it provides a more accurate draught reading.

Port Waratah was awarded the 2019 SafeWork NSW Excellence Award for the Marine Survey Trolley. The prestigious accolade was announced at the annual SafeWork NSW Awards ceremony in October; the NSW State's premier safety awards. The Excellence Award is selected from a pool of category award winners, in which Port Waratah had been named Winner, Safe by Design – Best Solution to High Risk Work Health and Safety Issue. This follows the Highly Commended Port Waratah received at the National Safety Awards of Excellence for Best Solution of a WHS Risk (medium to large Business).



All incidents are entered into our electronic incident reporting database and communicated to relevant roles in the business. Following an initial report, incidents are investigated and corrective actions are identified and assigned for completion.

The type of incident investigation implemented is based on the incident's risk rating. Low and moderate risk incidents are investigated using a cause-and-effect methodology (the 5 Whys), while high and critical risk incidents are investigated using a systematic root cause analysis (TapRooT methodology).The completion of corrective actions related to incidents are tracked through our health and safety performance reporting processes.

Continuous improvement

Throughout 2019 we further refined our Health and Safety Strategic Framework and developed a portfolio of improvement projects to achieve continued improvement in our performance through to 2022.

We also commenced a review of our CCMP. The assessment of our critical controls to ensure they are clearly defined and understood is essential to preventing fatal and catastrophic events from occurring. In addition, we commenced a Right Tool for the Job project to develop clear guidance on when to use a pre-hazard task assessment tool (Take 5 or JSEA). The work involved the development and implementation of training for all users. Both activities will continue in 2020.


We also intend to improve our Hazardous Work Permits.Work Permits outline the minimum requirements for the control of tasks known to involve hazardous conditions in order to manage risk to an acceptable level.The project will focus on updating our existing checklists and permits, with the desired outcome being a standard suite of permits to support the safe completion of hazardous work tasks.

Supporting the overall health and wellbeing of all our employees helps us to prevent people being injured at work, but it also ensures they can enjoy their life outside of work too.To reflect this, we launched our Live Better,Work Better wellbeing programme in 2019. Participation in the programme is completely voluntary and is encouraged through regular communications as well as the scheduling of activities during work time. In 2020 the programme will include engagement with employees on specific focus areas such as diet and nutrition, mental health, physical activity and skin cancer awareness.These focus areas will be complemented by our regular suite of health and wellbeing services including onsite gym facilities, annual flu vaccinations and our employee assistance programme.

Occupational hygiene

Port Waratah has an ongoing comprehensive occupational hygiene programme based on identified health risks. It includes:

- standards and procedures in our health and safety management system that outline the minimum requirements for the management of work that has the ability to impact on workers' health;
- training and communication regarding potential health hazards;
- a personal monitoring programme that includes ongoing measurement of personal exposures to health affecting agents, for example, noise, dust, welding fumes, organic vapours, legionella and the quality of potable water;
- a medical surveillance programme that includes the provision of pre-employment and periodic medicals to identify changes in workers' health during their employment.



CASE STUDY


Live Better, Work Better

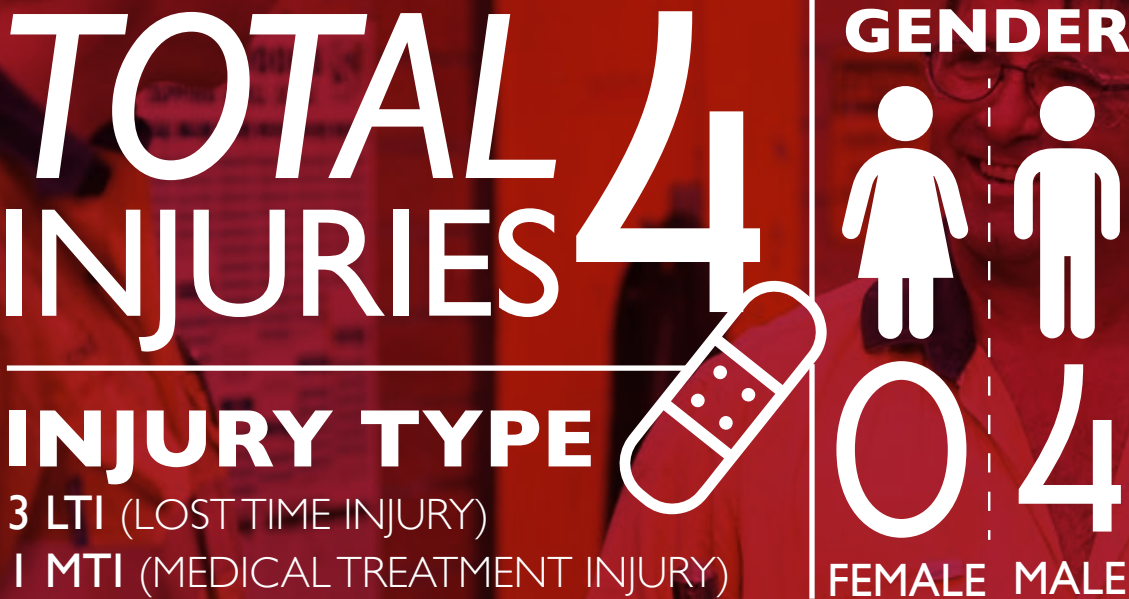
Port Waratah's Live Better,Work Better programme was launched in 2019 and aims to help our people with their physical, emotional, social, spiritual and intellectual wellbeing.

The programme is designed to:

- address the wellbeing risk factors of Port Waratah employees;
- help employees understand more about their wellbeing;
- support employees to make changes that improve their wellbeing;
- incorporate and link employees to internal and external support services.

As part of the launch, we completed a baseline survey of our employees in partnership with the University of Newcastle. 52% of employees took part in the survey, which covered a range of health and wellbeing in topics. The results highlighted opportunities for improvement in the consumption of fruit and vegetables, managing body weight, physical activity and consumption of alcohol.





ALL INJURY FREQUENCY RATE
0.72 (PER 200,000 HOURS)

0 FATALITIES



Our Licence To Operate (LTO) Framework, which defines our overarching approach to managing our potential social, economic and environmental impacts, was developed with multi-stakeholder consultation. The Framework drives openness and transparency with our stakeholders, particularly with our local community. It also provides a platform for ongoing collaboration with our people, empowering them to understand and mitigate social and environmental risks in their day-to-day activities.

Portfolio of projects

Through the LTO Framework we deliver improvement projects and proactively manage risks to advance our social licence to operate. A portfolio of projects complements the Framework and is designed to achieve annual objectives and targets. In 2019 the LTO Project Portfolio consisted of 51 projects, of which 36 were completed by year-end. Five longer-term projects are progressing as planned and were carried over to 2020 and 2021. Ten projects were also removed from the 2019 portfolio – four were cancelled, and six were incorporated into larger projects. Accountability for the delivery of LTO Projects is business-wide, with all levels expected to have an improved knowledge about aspects such as sustainability, environmental improvement, social responsibility and shared value.

Managing stakeholder expectations

Regarding our economic, environmental and social impacts, Port Waratah's stakeholders expect us to measure, evaluate and communicate our performance beyond our compliance requirements. To meet this expectation we developed our LTO Model, which is a tool that not only drives improvements, measures and evaluates performance, but also provides comprehensive and easy to understand information.

Understanding how the community sees our business and addressing areas of concern is a key component of our LTO. We have set a target to improve the perception of our activities and we engage through various mediums on numerous topics.

Results from our 2019 Local Voices Community Surveys demonstrated that the community's 'no concern rate' regarding Port Waratah was 58%. This is 3% lower than in 2018, however we had a greater number of respondents, and it remains above the 55% baseline we recorded in 2016.

WE ACTIVELY MANAGE OUR IMPACTS

*Sustainability is
embedded in our
day-to-day operations*

LICENCE TO OPERATE FRAMEWORK

Regulatory Compliance – Proactive Management & Industry Leadership
– Understanding & Meeting Stakeholder Expectations

ENVIRONMENT



OUR APPROACH:
To continuously improve our baseline performance over the long-term while eliminating one-off incidents.

GOVERNANCE



OUR APPROACH:
To have an interdependent culture which achieves beyond regulatory compliance outcomes, in line with our values and stakeholder expectations.

RELATIONSHIPS & REPUTATION



OUR APPROACH:
To be an active and valued member of the Newcastle region and known for our actions and words aligning with our values.

SOCIAL IMPACTS & CONTRIBUTIONS



OUR APPROACH:
To leverage our resources and knowledge to contribute to a sustainable and vibrant Newcastle while minimising impacts on the community.

LICENCE TO OPERATE PORTFOLIO OF PROJECTS

TOTAL # OF PROJECTS **51** COMPLETED TO DATE **36**
5 ONGOING
10 REMOVED FROM PORTFOLIO

CATEGORY	# OF PROJECTS
GOVERNANCE	7
AIR QUALITY	5
NOISE	8
WATER	24
ENVIRONMENTAL FOOTPRINT	2
RELATIONSHIPS & REPUTATION	3
SOCIAL IMPACTS & CONTRIBUTIONS	2

WE ALWAYS AIM HIGHER

We respond to changing conditions and new challenges

Environment is one of the four themes under our LTO and, our approach to environmental management is to continuously improve our performance over the long-term.

The focus areas for our environmental management and performance are air quality, noise, water and environmental footprint (energy efficiency and emissions, land use and biodiversity, potable water consumption and waste).

We have implemented an Environmental Management System (EMS), certified to ISO14001:2015, which provides a systematic approach to managing our potential environmental impacts and responds to changing environmental conditions in line with stakeholder expectations. This systematic approach contributes to our sustainability by managing our key areas of operational risk – air quality and dust emissions, potential noise impacts, and the management of site water systems to avoid pollution incidents.

We regularly review our environmental performance by analysing our objectives, targets and the LTO Model. We use this data for annual evaluations of our environmental impacts and to identify improvement opportunities.

Each environmental focus area has a range of management strategies, including investment into LTO Projects (see page 16) to maintain and improve the environmental performance of our terminals and ensure they are meeting stakeholder expectations. We have identified 51 improvement projects for 2020. Water management continues to be a key focus area, while air quality, noise and community-related projects also feature significantly in the Project Portfolio.

Performance

In 2019 we met our target to record no more than five reportable environmental incidents. An official caution and a formal warning were issued by the Environment Protection Authority (EPA) in relation to two of these incidents. The reportable incidents all occurred in the first half of 2019 at our Kooragang Terminal, which remained reportable environmental incident-free for the rest of the year. This improvement has largely been due to a concerted focus on improving environmental controls across both terminals. Port Waratah recorded no reportable environmental incidents for the entire year at the Carrington Terminal.

Port Waratah also received two Penalty Infringement Notices from the EPA in July 2019, incurring fines of \$30,000 in relation to two incidents that occurred in late 2018 where coal, and water containing coal material, entered Newcastle Harbour. In each case, Port Waratah self-reported the matters, took prompt action to minimise environmental impacts and has since implemented additional measures to avoid any potential reoccurrence of a similar nature.

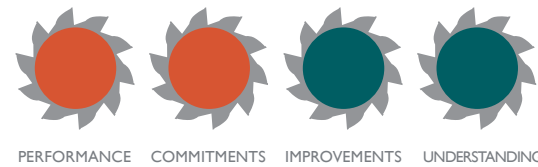
Our performance target for 2020 is to have no more than five reportable environmental incidents, a goal that continues to be supported by targeted risk-based management strategies and implementation of improvement projects.

Community feedback

As committed to in previous reports, we aim to improve the understanding of our environmental practices among our community stakeholders. Through our two Local Voices Community Surveys conducted in 2019 we asked community members about a range of potential environmental impacts including dust, water quality and noise, as well as the broader impacts of coal mining and the effect of the use of coal on the climate. The uptake of the surveys increased significantly (64%) between the 2018 survey and the one conducted in September 2019, where a total of 545 people responded. Respondents comprised 238 portside residents and 307 non-portside residents. 60% of participants were female and 6% were Port Waratah employees.

Responses to a range of environmental impact questions were mostly around the midpoint of the scale used (neither agree nor disagree), with participants indicating noise in particular was not an issue causing concern for most people. Dust, believed to have been created by Port Waratah, was rated more negatively, and community members, particularly those in portside suburbs, felt that there was room for improvement in managing this impact. We know that our potential impacts are of greater concern for residents in neighbouring portside communities compared with those living in broader Newcastle and we actively engage with them as a priority. Overall the 2019 survey results were similar to those of 2018. Community feedback related to each environmental aspect has been included in this report.





PERFORMANCE COMMITMENTS IMPROVEMENTS UNDERSTANDING

MANAGING AIR QUALITY IS A KEY FOCUS

Our control techniques, processes and systems are world class

Port Waratah understands that if not managed appropriately, the nature and scale of our operations have the potential to generate dust and negatively impact our community.

How we manage air quality

Our primary dust management control is our Intelligent Dust Management System (IDMS). This system utilises information from an onsite weather station, as well as from the Bureau of Meteorology, to continuously assess stockpile moisture levels and the potential for dust lift-off. The stockyard water sprays are automatically activated to proactively manage stockpile areas. The IDMS water sprays are also utilised as required throughout all conveyor transfer operations from unloading through to shiploading.

To reduce the potential for dust generation, dust management is considered throughout Port Waratah's network of infrastructure, incorporating soft-flow chutes, conveyor belt cleaning systems and enclosed facilities wherever possible. Other dust management practices include the use of mobile spray systems, manual hosing or spraying of coal, operation of mobile water carts and revegetating or sealing open areas. We delay, restrict or stop coal transfer in adverse conditions.

Regulatory compliance

Port Waratah regularly reviews the data collected by the Newcastle Local Air Quality Monitoring Network to understand seasonal air quality performance in Newcastle. This information is shared throughout the business and is considered during regular reviews of operations to manage our potential contribution to the local air quality. Seasonal air quality monitoring reports for 2019, which are collated by the Department of Planning, Industry and Environment's Environment, Energy and Science Group (formally the Office of Environment and Heritage), indicated air quality was generally good for most of the year. However, during the period from October to December much of New South Wales was impacted by bushfires and dust storm events which resulted in widespread poor air quality for the region.

Other factors that can impact air quality in the Newcastle area include natural aspects (such as ongoing below average rainfall and drought conditions), sea salt and pollen, domestic activities (such as wood fires, heaters, motor vehicles and internal combustion engines), and industrial activities.

In 2019 we recorded two licence non-compliances, which were attributed to excessive dust generation

during operations at the Kooragang Terminal. In response, we ceased coal transfer activities until appropriate controls were implemented to prevent further generation of dust and cleaned up the affected areas before operations recommenced.

Continuous improvement

We are committed to the continuous improvement of our dust management systems and capabilities. We measure, analyse and evaluate the performance of our IDMS annually in order to continually refine the operation of the system. During 2019 the inbound receipt and coal transfer components of the IDMS underwent a thorough review and gap analysis to ensure the appropriate infrastructure and maintenance regimes were in place at our rail receipt and shiploading facilities. This detailed assessment is scheduled to continue in 2020 to include coal stockpile and outbound areas.

In 2019 Port Waratah set an objective to further reduce the potential for dust generation during operations by preventing coal spillage in high priority areas. This led to a process improvement investigation trialling adjustment to reclaimer load rates and buffer bin control setpoints. Although still in early stages, results to date have been promising with further reduction in coal spillage and a reduced potential for dust impacts.

CASE STUDY

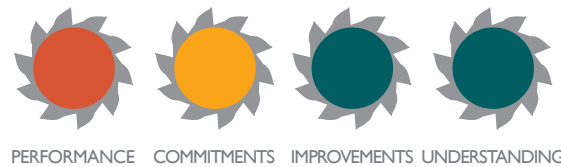
Trialling New Technology Options

Further enhancements to the Intelligent Dust Management System (IDMS) are in progress with the aim to provide improved early detection of elevated dust levels that may be associated with unloading of trains. Technologies currently being trialled include investigations to incorporate moisture analysers on coal transfer conveyors and/or the use of real-time dust monitoring within rail receipt facilities. These trials are scheduled to continue in 2020.

Community feedback

Air quality and dust are key environmental concerns for our local community, particularly those people living in portside suburbs. The 2019 Community Surveys showed that there is overall satisfaction with Port Waratah's dust management practices, which is a slight improvement compared to the 2018 survey results.





Port Waratah's focus is on minimising our noise emissions through proactive management of both our terminals.

How we manage noise

Effectively managing noise at Port Waratah means understanding potential noise sources and ensuring effective controls are in place. These controls are incorporated into the design of plant and equipment, project planning and scheduling of work, as well as the systems and procedures that guide our day-to-day operations.

Where commercially available, it is standard practice to install low-noise specification equipment, such as conveyor drives, rollers and soft flow chutes. Other ways we apply best practice design to reduce noise includes enclosing transfer points and orienting sirens to minimise noise in off-site locations. We recognise that by identifying potential noise issues and ensuring our plant and equipment is being operated and maintained efficiently, our employees and contractors play a critical role in managing noise.

Port Waratah regularly undertakes noise monitoring at numerous residential and industrial locations to verify noise performance. We also measure the sound power levels of our equipment, which is used to update noise modelling at our terminals so that it is reflective of real-world conditions.

Regulatory compliance

Throughout 2019 Port Waratah generally managed our two operating terminals within the regulatory noise criteria specified by the Kooragang Terminals Project Approval and the noise goals established for the Carrington Terminal.

During night-time attended monitoring in May 2019 at Fern Bay, a single non-compliance was identified at the Kooragang Terminal. Investigation identified that the non-compliance coincided with the commencement of several conveyor streams together with peculiar noise-enhancing atmospheric conditions at the time of monitoring. No other locations experienced elevated levels.

Continuous improvement

During 2019 there was a continuation of the Carrington Terminal's multi-year Conveyor Drive Strategy, which aims to reduce noise in adjacent residential communities by one decibel by the end of 2020. A further three boom drives were replaced on Reclaimer 2, Stacker 2 and Stacker 4. This brings the total number of drives replaced under this strategy to 14, totalling a capital investment of \$3.5 million over the past three years.

Port Waratah also commenced noise 'hot-spot' monitoring, which will assist in identifying key locations across the Kooragang Terminal where we can achieve significant noise reductions through equipment replacement. A baseline assessment of a Kooragang conveyor also commenced in late 2019, which will be used to determine the effectiveness of noise and vibration dampening technology being trialled in 2020.

Community feedback

Our 2019 Community Survey found that our potential noise impacts are not a cause of concern for most people, and that overall the community is satisfied with our noise management.

WE'RE TURNING IT DOWN

We monitor our noise to ensure effective control

CASE STUDY

Carrington Terminal Real-time Noise Monitor Proof of Concept

For several years Port Waratah has investigated the feasibility of establishing a real-time noise monitoring network that operates in a similar manner to our established real-time dust monitors.

The concept is relatively simple – establish a network of monitors to log noise levels and send alerts to personnel when noise thresholds are triggered. The challenging aspect in an urban/industrial precinct with numerous noise sources is how a potential noise source is identified, with alerts only sent when the noise could be from Port Waratah operations.

Over several months a team of noise specialists assessed audio recordings from noise monitors and established categories of similar noise signatures. Using advanced machine learning algorithms, we were successful in autonomously identifying multiple noise sources at a high success rate. The established signatures for noise sources were then verified through supplied audio samples of onsite plant and equipment, as well as plant operating logs.

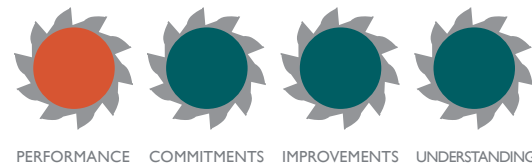
The next phase of our Real-time Noise Monitor Project will be to continue to refine the machine learning process and potentially look at other methods to identify abnormal noises attributable to our operations, for example, a faulty conveyor roller or a slipping bend pulley.

We believe this is the first time a noise monitoring network of this type has been attempted outside an airport setting with the capability to identify multiple noise sources from both on and off the target facility.

CARRINGTON CONVEYOR DRIVE STRATEGY

2019	<div style="display: flex; align-items: center; justify-content: center;"> <div style="font-size: 2em; margin-right: 5px;">3</div> <div> <p>TOTAL</p> <p>Reclaimer 2 Boom Conveyor Drive Stacker 2 & Stacker 4 Boom Conveyor Drives</p> </div> </div>
	<p>SPEND \$1,000,000</p>
2020 PLANNED	<div style="display: flex; align-items: center; justify-content: center;"> <div style="font-size: 2em; margin-right: 5px;">8</div> <div> <p>TOTAL</p> <p>Stacker 3 (Boom & Spare) Reclaimer 1 (Boom & Spare) Conveyor 2 and Conveyor 3 (Primary and Secondary Drives)</p> </div> </div>
	<p>SPEND \$2,600,000</p>

22



WE'RE COMMITTED TO IMPROVEMENT

Both our terminals have water management systems that help balance water harvesting and discharge

The efficient use of water is a key component of responsible day-to-day management of our operations and is central to what we do.

How we manage water

Managing water at Port Waratah is a careful balance between harvesting water for operational uses, such as dust suppression, wash downs, firefighting systems and irrigation, and ensuring that storage capacity is maintained in anticipation of storm events. We do this to ensure compliance with statutory requirements while using water sustainably.

In 2019 we continued to implement and refine the Site Water Balance Model at the Kooragang Terminal and used the learnings from the process to develop and implement a Site Water Balance Model at the Carrington Terminal. These systems will assist Port Waratah in the efficient and productive management of water.

Regulatory compliance

Port Waratah sets a performance target to comply with all water-related conditions specified in our Environment Protection Licences, consents and other regulatory licences. In 2019 we recorded three incidents where a licence condition was not met. These incidents all occurred during the first half of the year at the Kooragang Terminal and related to unauthorised discharges into Newcastle Harbour via the Hunter River.

In February, process water containing coal fines entered the harbour via a service pit located at the wharf maintenance bay following clean-up activities. The Environment Protection Authority (EPA) was informed of the incident immediately and Port Waratah received a formal warning. The service pit has since been changed to a watertight sealed pit.

Again, in February, coal material that had built up on the conveyor pulley system of Shiploader 7.10 was released from the pulley during operation, with the majority of the fallen coal landing on the maintenance bay below. An investigation revealed there was potential for a small amount of coal material to have entered Newcastle Harbour. This incident was reported to the EPA via our annual return.

In April, a grease distribution block developed a pinhole leak on Shiploader 7.10, resulting in grease being released from the system over an 11-hour period. Of the total 49kg released, 21kg was recovered from the shiploader, and a further 5kg manually recovered by a dedicated team over several days. However, 23kg of grease is estimated to have been released into the harbour during the incident. The EPA was informed

of this incident immediately and Port Waratah received an official caution. A complete review of the hydrocarbon management system on the shiploaders was conducted with changes recommended to minimise the risk of a similar incident.

Port Waratah also received two Penalty Infringement Notices in 2019 for water-related reportable incidents that occurred in late 2018. Port Waratah takes full responsibility for our actions and is committed to improving our performance by investing in our people, systems and equipment.

Detailed environmental monitoring information, including discharge to waters, is available on our [website](#).

Continuous improvement

During 2019 Port Waratah completed several improvement initiatives for Carrington's water management system. The erection of both a five megalitre tank and eight megalitre tank to capture and store stormwater runoff during a rain event was completed on time and within budget in mid-2019. This has resulted in zero overflows from the Carrington Terminal for the entire year, which is a significant improvement on previous years. The Kooragang Terminal also managed to contain all water onsite and recorded zero overflow events during 2019.

In total, 16 water-related improvement projects were completed in 2019. These included improvements to Carrington's shiploader washdown area, reviews of the Controlled Discharge Filtration System, implementation of the Site Water Balance Model and improvements to the water monitoring programme.

The focus for water management in 2020 remains on reducing the potential impact on the Hunter River. Design and planning activities have been set, with the aim of maximising our stormwater capture and storage capacity, specifically at the Carrington Terminal.

Community feedback

Water management remains one of the key environmental concerns for our local community. The 2019 Community Surveys showed that most participants view Port Waratah as a responsible water user, which is consistent with the 2018 survey results. Survey participants also rated our management of potential water quality impacts in the harbour quite positively. As with other questions about environmental challenges, the survey results found that residents in portside suburbs were more likely to be less satisfied with potential water impacts than those who reside in the broader Newcastle area.



CASE STUDY

Carrington Terminal Stormwater Storage Tanks

In August 2019 the Carrington site received more than 100mm of rain over a 24-hour period. The site's water management system was able to effectively contain the entire rain event onsite with the stormwater tanks filling to 100% of the storage volume and the buffer pond reaching close to 80% storage. The Controlled Filtration Discharge System was used throughout the rain event to remove sediment from the water prior to discharge into the harbour. Previously a rain event of this size would have resulted in an uncontrolled overflow from the site. This is a significant improvement in water management from our \$16m investment.





COMMITMENTS IMPROVEMENTS UNDERSTANDING

WE'RE SHRINKING OUR ENVIRONMENTAL FOOTPRINT

*We're committed to
reducing the impact we
make on the planet*

Port Waratah defines its environmental footprint as our demand on the capacity of the natural resources and environment in which we operate. We actively work towards reducing our environmental footprint by identifying and implementing measures to use electricity and potable water more efficiently, diverting waste generated from landfill and better understanding and improving biodiversity and land use. Ongoing monitoring and data analysis, underpin our existing strategies and reaffirm Port Waratah's commitment to continuous improvement.

Energy and Emissions

Almost 99% of the energy consumed at Port Waratah is the electricity required to operate our plant and equipment. To improve our energy and emissions footprint we aim to use the electricity required to move each of tonne of coal handled at our terminals more efficiently. In 2019 we improved our energy consumption by 1.14% on the previous year.

We continue to focus on improving operational efficiency, such as our automated rail receival stations, as well as a reduction in time between trains unloading. Coal loading and unloading rates have improved by up to 1.5% compared to 2019. Reliability improvements, such as a reduction in coal wagon trigger faults and conveyor belt deviations have contributed to an improvement of up to 5% in the Mean-Time-Between-Failure, which has a positive impact on electricity efficiency.

Every year we report our energy consumption and greenhouse gas (GHG) emissions for the previous financial year to the Federal Government through the National Greenhouse and Energy Reporting (NGER) scheme. Data reported under the NGER scheme is publicly available via the **Clean Energy Regulator's website** and is used to meet international reporting obligations, inform government policy and provide information for government programmes and activities.

In 2019 our GHG emissions intensity was improved by 6.1% compared to 2018 levels. Our GHG intensity is calculated using the NGER measurement determinations. The calculations are based on Port Waratah's Scope 2 GHG emissions resulting from the production of electricity consumed, which includes carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

Land Use and Biodiversity

Both of our terminals are located in precincts of significant industrial history and adjacent to areas of equally significant ecological importance. Immediately adjacent to Port Waratah's 2.1 km² Kooragang Terminal, and located within the Hunter Wetlands National Park, is the internationally recognised Hunter Estuary Wetlands Ramsar site. This site supports 112 species of waterbirds and 45 species of migratory birds listed under international agreements, as well as other wildlife.

2019 GHG emissions was

0.542kg

of carbon dioxide equivalent per
tonne of coal handled (kg CO₂-e/t)



6.1%

improvement on
2018 levels of
0.577kg CO₂-e/



PORT
WARATAH'S
LOWEST
ANNUAL
GHG
INTENSITY

At the beginning of 2019 a bushfire swept across the wetlands of Ash Island and pushed into areas of Kooragang Island, impacting a section of land owned by Port Waratah. The fire affected known habitat and breeding areas for the endangered Green and Golden Bell Frog on adjacent properties. The impacts were assessed with assistance from the University of Newcastle and, overall, no significant impacts to biodiversity were observed other than vegetation loss on our land.

Potable Water Consumption

As with many industries, water is critical in our day-to-day operations. Rainfall is harvested within the operational catchments of our terminals and stored in our water management system for later use. This stored water is used preferentially for operations and dust management activities. However, when there is insufficient water available onsite for re-use, we top up our system with water purchased from Hunter Water, a State-owned provider. Water used onsite (including purchased water) is re-captured and re-used four or five times over. We aim to improve our potable water efficiency and reduce the overall volume of potable water used for operational purposes.

Our 2019 target was to reduce our potable water consumption compared to the previous three-year average (2016-2018). In a challenging year, Newcastle recorded just 680mm of rain (recorded at Nobby's weather station), which is the fourth driest year since records began 158 years ago. As a result, our ability to harvest rainfall was severely impacted. Low levels of

ENERGY



CONSUMED

0.6656

KILOWATT HOURS
per tonne of coal handled (kWh/t)

1.14% IMPROVEMENT
ON 2018 ✓✓✓

which is equivalent to 1.65million LESS
kWh for the same tonnes handled in 2018
(1,682 average Newcastle households)

This is enough
electricity to
power more than

320



NEWCASTLE HOUSEHOLDS FOR A YEAR*



*Based on Ausgrid figures (<https://www.ausgrid.com.au/Industry/Our-Research/Data-to-share/Average-electricity-use>)

rainfall, with any significant rainfall being received during periods where water demand is much lower (for example, during the winter months), has meant Port Waratah had to purchase greater volumes of potable water to maintain our dust management commitments. As a result, our potable water consumption during 2019 was 4.1 megalitres per day, which was 47% above our target. Despite the increase in potable water consumed for operations, we still managed to re-use 78.3% (5,399 ML) of total water consumed.

In September 2019 Level 1 water restrictions commenced in the Lower Hunter in response to continuing dry conditions across the region. As a major customer, Port Waratah works collaboratively with Hunter Water to refine and implement Water Efficiency Management Plans (WEMP) for our terminals.



These WEMPs review current consumption trends and identify actions to further improve water efficiency. We have already undertaken improvement activities including the installation of water efficient fittings across our amenities, identifying and fixing any potential leaks and limiting our outdoor water use for environmental compliance activities, such as dust suppression. Other actions are being implemented across the business, with projects continuing into 2020.

Effluents and Waste

Port Waratah's War on Waste team continued their efforts throughout 2019 to meet our objectives of improved resource efficiency through waste segregation, waste minimisation, landfill diversion and recycling opportunities. A small but symbolic achievement for the year was the elimination of styrofoam cups, saving an average monthly disposal of 6,400 cups. Port Waratah also engaged the services of a locally based sustainability consultant to complete a resource efficiency review and we signed up to the Plastic Police® programme, which targets soft plastic waste, and will commence in early 2020.

After a significant reduction from 2017 to 2018 of 10%, total waste generated, a marginal increase of 1% was recorded in 2019. This means we did not achieve our goal to reduce our total amount of waste generated. Our target to reduce the total waste to landfill was also not achieved in 2019, with a 9.8% increase compared to 2018 levels. This increase was a result of the eventual landfill disposal of several problematic waste items, including chemicals and contaminated soil, where no viable recycling or reuse options were available.

Waste effluent pumped from the Carrington Terminal Sewage Treatment Plant totalled 2,358t, accounting for 57% of the total waste generated by Port Waratah. The effluent was treated at local Hunter Water treatment plants. Following the treatment process, water is re-used for irrigation and industrial use, with the remaining volume returned to the environment. The biosolids produced from the treatment process are re-used for mine site rehabilitation.

During the year no waste materials were received at our terminals or licenced waste facilities, however we did record one significant spill in April. Port Waratah immediately notified relevant authorities and was issued an Official Caution for the incident: see page 26 of this report for more details.

92% LANDFILL DIVERSION

Waste diverted from landfill for recycling or treatment at licenced facilities



1,128 tonnes of hazardous waste



360 tonnes of non-hazardous waste

TOTAL DIVERTED OF

3,846 TONNES



2,358 TONNES

waste effluent pumped from the Carrington Terminal

WASTE DISPOSED INTO LICENCED LANDFILL FACILITIES



299 tonnes of non-hazardous waste

22 tonnes of hazardous waste



TOTAL OF 321 TONNES

For reporting purposes, one litre of liquid waste (for example, effluent, oil, chemicals) is taken to be one kilogram. All waste is diverted to local treatment facilities.



WE'RE AN ACTIVE MEMBER OF NEWCASTLE & THE HUNTER REGION

*We build genuine, reliable
relationships with our
local community and
together create shared
positive outcomes*

Port Waratah has a proud history of actively engaging with our stakeholders, including our employees, our customers, the community and the environment. We recognise that adhering to corporate and regulatory requirements does not always satisfy the needs and expectations of these stakeholders, which is why we take a proactive approach to open and timely engagement and strive to build strong relationships.

Understanding our stakeholders and their interests

Understanding our stakeholders' expectations and delivering value back to the community is a key business priority for Port Waratah. For this reason, we have developed a comprehensive Stakeholder Engagement Strategy to effectively understand and address the issues, interests and concerns identified by each of our stakeholder groups. In 2019 we reviewed this strategy to continue to guide our approach over the next three years. To ensure the accuracy of our identified stakeholder groups and validate the issues that are important to them the review focused on the outcomes of our recent engagement activities. The strategy sets out clear objectives and emphasises the importance of recording outcomes and evaluating our performance in order to influence the context of future engagement.

How we engage

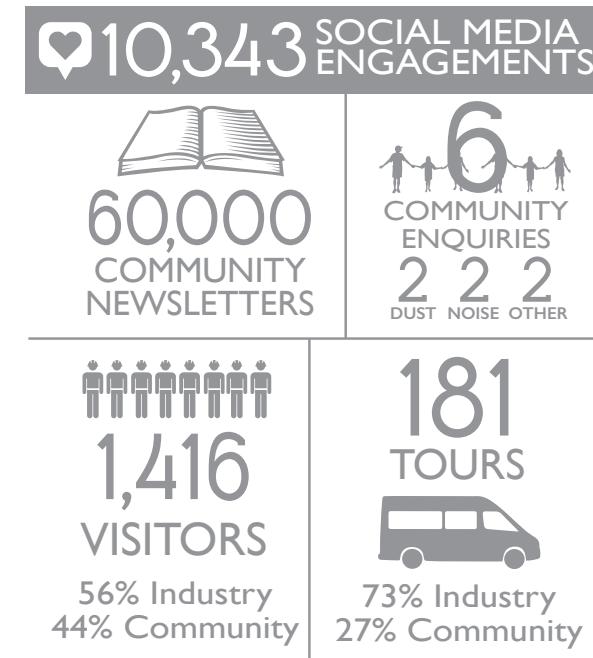
Port Waratah continues to use a variety of engagement methods to connect with and seek feedback from our stakeholders. Communicating openly and responding quickly to community concerns underpins our relationship management strategy. We appreciate that different engagement methods appeal to different stakeholders, so we tailor our communication and engagement to suit their needs.

Our face-to-face engagement includes quarterly community meetings, direct engagement with portside community groups and schools, and involvement in community and industry forums. We also run a 24-hour community enquiry line and online enquiry form on our website. In 2019 we received six community enquiries, three of which Port Waratah was deemed accountable for and required to take further action. All enquiries have been resolved.

Our tours programme continued to be a popular engagement initiative with 181 tours conducted in 2019, welcoming more than 1,400 people visiting our operations. This provided a platform for Port Waratah to engage with customers, industry delegations, social clubs, schools, educational groups and other interested members of the public.

Port Waratah shares information using a quarterly community dashboard and newsletter published on our website, local print and digital media, radio broadcasts, media releases and our monthly employee newsletter. This multi-channel approach allows us to maintain a strong presence in traditional media while simultaneously enhancing the value provided for our stakeholders, who continue to prefer obtaining information

via digital channels. Our reach on social media continues to grow, with engagements increasing over 50% in 2019. These platforms, including Facebook, Instagram and Twitter, remain key channels for information sharing between Port Waratah and the community.

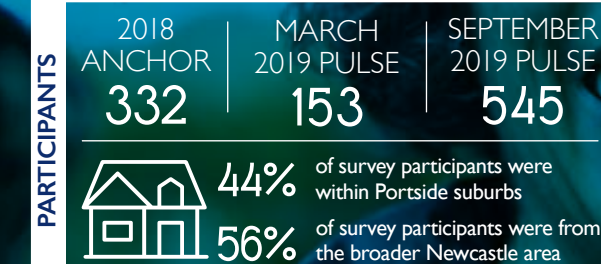


Local Voices

Our Local Voices Community Surveys are a valuable tool for gathering information from our community. We conducted two shorter Pulse surveys, in March and September 2019, which followed our biennial anchor survey conducted in 2018. Results from these surveys highlighted the factors most important for building trust and improving the community's acceptance of Port Waratah. This is an important way for us to identify where we need to focus our efforts to maintain and improve our relationships and reputation in the community. Pleasingly, the community's trust in and acceptance of Port Waratah has remained steady and strong since the Anchor survey. The results of each survey are shared publicly on the Local Voices website to ensure transparency for survey participants and interested stakeholders.

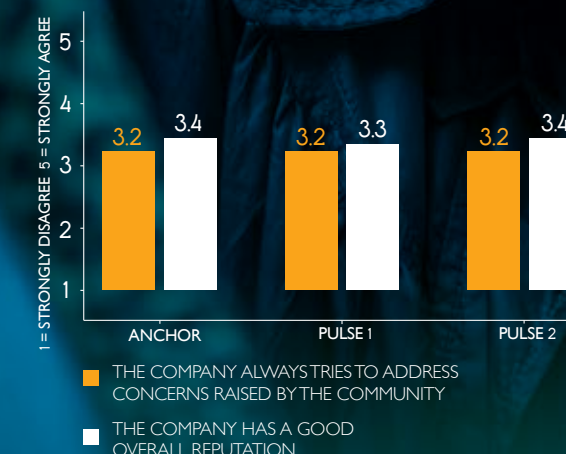
We will continue the Local Voices programme in 2020 to further explore the key drivers of trust between Port Waratah and the community, enabling us to continuously improve our environmental, social and operational performance in line with stakeholder expectations.

LOCAL VOICES COMMUNITY SURVEYS

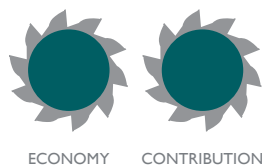


TRUST AND ACCEPTANCE OF PORT WARATAH REMAINS POSITIVE ACROSS ALL SURVEYS

A SNAPSHOT OF HOW THE COMMUNITY FEELS ABOUT PORT WARATAH



✓ The community's confidence in regulation to ensure businesses do the right thing dipped in the March Pulse survey but improved again in the September Pulse.



WE CONTRIBUTE TO A SMART, SUSTAINABLE AND VIBRANT NEWCASTLE

*We support our local
economy and community
to help make our city
more sustainable*

PortWaratah is committed to contributing to the prosperity of Newcastle and the Hunter Region. We contribute to the local economy by buying and employing locally and support sustainability and resilience of the local community through our Community Investment and Partnership Programme.

Support for our local economy

We are committed to promoting employment, stimulating local economic growth by purchasing from businesses that are located in the Hunter and Central Coast regions, and by taking an active approach to sourcing local materials, contractors and professional services. We give preference to local suppliers in our decision-making process while also taking competitiveness, reliability, reputation, previous experience, commercial considerations and legal obligations into account. In 2019 we spent more than \$86 million in the Hunter and Central Coast regions, representing 81% of our total spend.

Sustainable procurement

Our procurement strategy is built on having an environmentally and socially sustainable supply chain. All of our contractors are required to undergo an accreditation process, including an assessment of their policies and procedures to ensure adequate health & safety and environmental management systems are in place. A review of our contractors, based on performance expectations, including safety, environmental and other agreed performance targets, is conducted every 12 months. When procuring goods and services from suppliers we refer to our Purchasing Policy and Procedure which considers social and environmental impacts in purchasing decisions with a focus on maintaining safety and quality, protecting the environment and human health, saving energy, minimising waste, conserving resources and complying with the modern slavery legislation. Our contractors and suppliers are also expected to abide by our Code of Conduct, which is available on our website.

Addressing and eliminating modern slavery risks

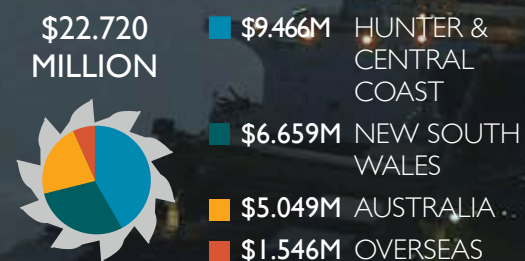
We acknowledge our responsibility to identify risks of modern slavery in our supply chain and, if required, initiate remediation processes accordingly. In 2019 we continued our review into the sustainability of our purchasing practices and the compliance of our suppliers and contractors with Australia's new modern slavery legislation. Our inaugural Modern Slavery Statement is available on our website.



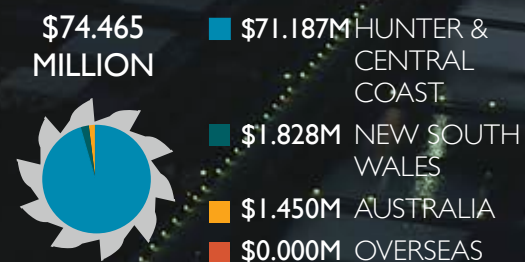
57%
OF SPEND IN
NEWCASTLE
LGA (\$60.731M)

2019 SUMMARY OF SPEND (% OF SPEND)

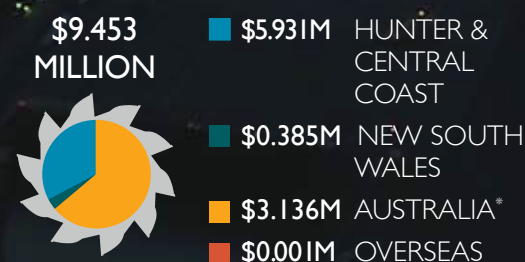
MATERIALS/PURCHASES*



CONTRACTORS/CONSULTANTS



PROFESSIONAL SERVICES**



*Excludes electricity \$19.642 million. **Includes insurance. Due to rounding, numbers may not add up precisely to the totals and percentages provided.

COMMUNITY SUPPORT

2019 Investment: **\$750,000**

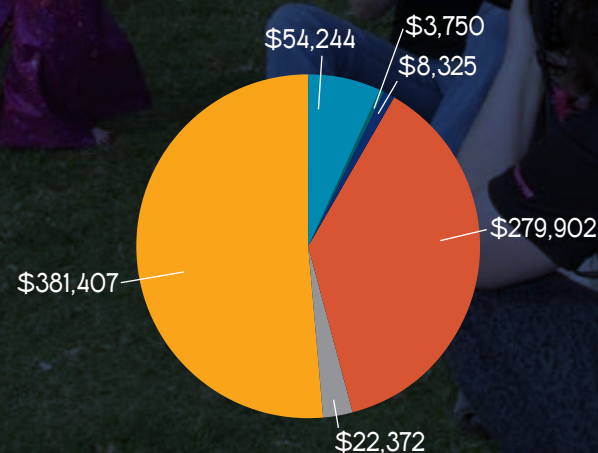
63% of projects directly benefit Newcastle and Portside suburbs

36% OF FUNDING FOR EDUCATION-FOCUSED PROJECTS

114 INITIATIVES SUPPORTED

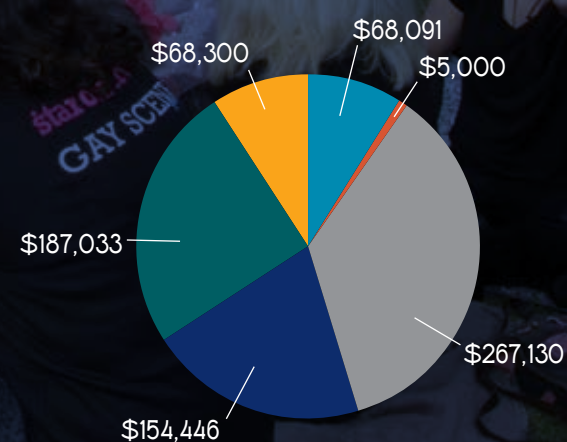
BREAKDOWN BY LOCATION

- CARRINGTON
- HUNTER REGION
- MAYFIELD
- NEWCASTLE REGION
- STOCKTON/FERN BAY
- THROSBY VILLAGES



BREAKDOWN BY PRIORITY AREA

- DIVERSITY
- ECONOMIC
- EDUCATION
- ENVIRONMENT
- GENERAL COMMUNITY
- HEALTH



Support for our community

In 2019 our Community Investment and Partnership Programme invested \$750,000 with local community groups and organisations in support of building capacity, skills and knowledge. Port Waratah delivers value to the Newcastle community by funding projects and initiatives that address specific needs and contribute to the overall sustainability of the Hunter Region. Priority areas of our support include education, health, diversity, general community wellbeing, the environment and the local economy. Throughout the year our support contributed to the success of 114 projects, initiatives and events.

We reviewed our Community Investment and Partnership Programme in 2019 to reflect our commitment to continuous improvement and to align with the community feedback we received. The outcome was that the programme will remain largely the same and we will continue to invest \$750,000 annually in our community. However, the delivery of the programme will take on a refreshed approach via the implementation of a grant stream model. Youth Sport in Portside Suburbs is one example of the new grant streams added to the programme. We hope this will deliver benefits to the families of children and youth who participate in sporting activities in the portside suburbs, and that it deepens commitment to the communities neighbouring our operations. The refreshed programme is effective as of 1 January 2020 and will guide our activities through to the end of 2022. Information on our programme's criteria and application process is available on our website.

Employee-led community participation

Most of our workforce live locally and are passionate about various community groups and charitable causes that support our region. Employees are involved in our community programme through initiatives such as the Mark Hughes Foundation Beanies for Brain Cancer fundraiser, trivia nights for Lifeline, handing out water and sunscreen at the Australia Day Newcastle Harbour Swim and manning the stall at the Newcastle Pride Festival. We also run a workplace giving programme, which has supported the Westpac Rescue Helicopter for many years and our employees fundraiser annually for the Salvation Army Hunter Christmas appeal. Both initiatives are matched by our Community Investment and Partnership Programme dollar-for-dollar.

Port Waratah also has many employees who take a more active role with local community events and organisations. From bike riding 1000km or running 150km to support kids with cancer, to providing a unique sailing experience to local disadvantaged and

disabled young people. We encourage our employees' charitable pursuits by supporting the causes they are passionate about.



Newcastle Pride Festival

Newcastle Pride is a not-for-profit organisation that works collaboratively with others in the community to foster LGBTIQ pride. It aims to create a safer and more inclusive future for sexually and gender diverse people in the Hunter Region by empowering them to find their voice and be proud.

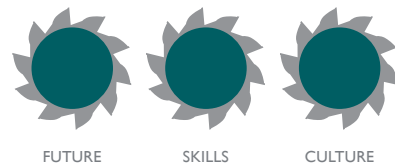
The annual Newcastle Pride Festival runs a series of events over four days to showcase Newcastle's diversity and vibrancy. After supporting the highly successful inaugural Pride Fair Day event in 2018, Port Waratah continued its relationship with Newcastle Pride as a 2019 event sponsor.

The colourful event saw retail stalls, community stalls, food vendors and attendees swathe Foreshore Park in Newcastle East in a sea of rainbows. Entertainment on the day included non-stop stage performances, drag shows, children's activities, a dog fashion parade and information stands about local services for LGBTIQ people and their families. Port Waratah's stall provided an opportunity for employees to engage in conversation with community members and give away branded merchandise.

It's estimated that the family-friendly Pride Fair Day was attended by more than 10,000 people, attracting a large proportion of event tourists and locals alike. Feedback from the event was exceedingly positive, with the atmosphere described as being full of fun, energy, love and respect.



CASE STUDY



Port Waratah's efforts to continuously improve our culture and performance is driven by our core values: integrity, caring, being progressive and dedication to excellence.

Partnering with our people

Our focus in 2019 was to build on our core strengths and to identify improvement opportunities. Organisational and leadership changes laid the necessary foundations to pursue a 'One Team' approach. We further developed a culture of shared responsibility through stronger collaboration between teams and improved communications. This included the introduction of a Senior Leadership Team, a simplified leadership structure and emphasis on cross-functional teams for key projects and improvement initiatives. We also implemented a change management process which involves identifying and consulting internal stakeholders regarding changes impacting our people.

Enterprise agreement

Port Waratah welcomes Freedom of Association for employees should they choose to be a member of a trade union. In 2019 we had 183 Enterprise Agreement (EA) employees (58% of our workforce) represented by four different unions. The current Port Waratah Coal Services 2018 Enterprise Agreement will nominally expire on 16 August 2022. The EA covers various working arrangements including minimum notice periods. Working arrangements for Port Waratah's non-EA employees are covered by best practice policies and procedures, and workplace legislation. There was no workplace dispute in 2019 and there were no instances of industrial action.

WE PARTNER WITH OUR PEOPLE

We work together to achieve our business objectives



CASE STUDY

A flexible transition to retirement

With 40% of our workforce currently over the age of 50, Port Waratah recognises that retirement is one of the most important personal decisions an employee will make.

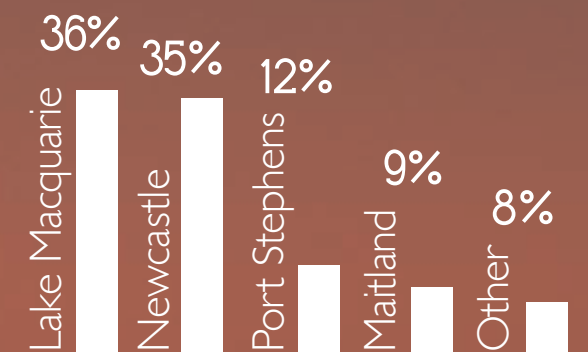
We have a flexible approach to retirement and encourage team members to consider a transition plan so as to reduce the emotional, social and personal stress that can sometimes accompany this stage of life. Individual circumstances differ and transition plans can mean different things to different people, which is why we maintain a culture of openness where team members can discuss retirement with leaders and engage closely to discuss the various options available. This enables the development of plans that best support individual employees and our business needs. In 2019 there was an increased number of employees engaging in conversations about retirement and several transition-to-retirement plans were formalised.

315 EMPLOYEES **+13** HOSTED APPRENTICES **9** CASUAL STAFF

6 SCHOLARSHIP STUDENTS
6 FIXED TERM
2 TRAINEES

91% OF THE SENIOR LEADERSHIP TEAM hired from the Newcastle and Hunter Region

LIVING & WORKING LOCALLY



Employee engagement

During the year employee engagement initiatives were implemented across the key focus areas of change management, continuous improvement, internal communications and performance management. In late 2019, 85% of employees responded to our biennial Employee Engagement Survey. This marks a 20% improvement in completion rates from the previous 2017 survey, and is the most accurate reflection of employee engagement we have had to date. The survey indicated that 37% of employees are 'engaged' and 54% are 'nearly engaged', which is an overall improvement on the 2017 survey results. Improvements were evident across all key engagement focus areas with strong improvements also evident in the engagement drivers of collaboration and leadership. This is reflective of a strong focus on leadership development and our consistent efforts to work together as One Team.

Developing our people

Each year we provide opportunities for formal training and development programmes to all of our employees. In 2019 we provided 5,361 online and face-to-face courses as well as 36 leadership training programmes. Four Employee Development Days were held with 91% of the workforce attending. The 2019 agenda focused on continued development in team effectiveness to support the business' One Team approach. The agenda also included high profile sports coach Wayne Pearce as a keynote speaker, who shared his insights into high performing teams.

A continued focus on leadership development was prominent in team effectiveness workshops facilitated by our Human Resources team. The aim of the workshops was to continue to improve interactions between leaders and their teams as well as team interfaces across the business. Practical leadership skills development sessions were also facilitated. In the second half of 2019 invitations to these sessions were extended to all employees to support individual career and development plans.

A revised online performance management system for staff was introduced at the beginning of 2019 incorporating goal setting, values and development planning. During the year, 118 new development plans were created, which represents 89% of all staff. A review of the performance development process to incorporate a stronger development focus for EA employees is currently underway, with recommendations planned for implementation in 2020.

Embracing diversity

Port Waratah's Diversity and Inclusion Strategy was supported by a calendar of diversity and inclusion topics in 2019, aimed at building awareness and leadership capability. A strategic diversity lens was applied to employee lifecycle activities, including recruitment, talent and succession, and learning and development. 91% of employee participated in training aimed at building awareness of our own unconscious bias and the benefits of a diverse and inclusive workforce. Gender diversity improved across the business in 2019 with the recruitment of Port Waratah's second female apprentice and 50% female representation on our Senior Leadership Team.

We lodge our Workplace Profile annually with the Workplace Gender Equality Agency, a copy of which can be found on our website. We continue to eliminate the potential for a gender pay gap through our annual remuneration process. A market analysis is completed on salary roles annually for each employee to ensure remuneration is parity, and above award rates.

CASE STUDY



Leadership Development

Port Waratah maintained a strong focus on leadership development in 2019. This included our supported participation in external leadership courses, one of which was HunterNet's Future Leaders Programme. The programme involves sessions delivered by industry leaders and professional practitioners, as well as a team project and gala dinner. Two Port Waratah employees participated in the programme and were provided with support for skills development, and the opportunity to broaden their network and deepen their confidence to lead. The major project's winning team included one of Port Waratah's future leaders, Sam Noakes who said:

"The programme was a fantastic opportunity to network with other young professionals and develop as a leader. I thoroughly enjoyed the programme, its relevant and engaging topics and working within a great team of leaders on the winning project".





4.1%(13) EMPLOYEE TURNOVER RATE

23% UNDER 30YRS
38.5% 30-50 YRS
38.5% OVER 50 YRS

77% MALE
23% FEMALE

OUR EMPLOYEES:
275 MALE
40 FEMALE

IN SENIOR LEADERSHIP POSITIONS:
50% / 50%
5 MEN / 5 WOMEN

5,361 ONLINE AND FACE TO FACE COURSES COMPLETED

183 EA employees, represented by four different unions

12 NEW EMPLOYEE HIRES

42% UNDER 30YRS
58% 30-50 YRS
0% OVER 50 YRS

50% MALE
50% FEMALE

47.5 MEDIAN EMPLOYEE AGE

WORK LIFE
5 the number of employees accessing flexible working arrangements

36 TRAINING/ LEADERSHIP PROGRAMMES

38



OUR CUSTOMERS CAN RELY ON US

We maintain and invest in infrastructure to improve our offer

Port Waratah's core operating strategy focuses on operating and maintaining our assets in a sustainable manner to ensure our export capacity of 145 million tonnes (Mt) per year is made available. Our Carrington and Kooragang Terminals provide reliability and flexibility for the Hunter Valley Coal Chain and we are well-positioned to meet any changes in demand.

Our ability to deliver a high-quality service to our customers while focusing on continuous improvement, demonstrates our experience, reliability and agility, and enabled us to achieved numerous performance highlights in 2019.

Performance

Throughout 2019 we achieved a number of operational records across the business and completed several major maintenance activities and significant projects. We sustained a high level of operational performance with a low vessel turnaround time, high rates and strong reliability. In total we received, blended and loaded 110.6Mt of coal, with 15.1Mt at our Carrington Terminal and 95.5Mt at our Kooragang Terminal. While this is slightly below our forecast of 112Mtpa, it represents an increase of 3.6Mt on our 2018 figures. Consistent with our previous experience, we anticipate that overall demand for our services will increase incrementally in 2020 but that it will remain variable between months.

Our coal handling charge remained consistent during 2019 and this is forecast to continue at a medium-term sustainable level throughout 2020. During the year we refinanced \$120.8 million in the Australian debt market and we expect to maintain a consistently strong balance sheet, profitability and prudent loan amortisation.

Several major projects were implemented during the year, including the construction of two stormwater storage tanks at our Carrington Terminal. At the same terminal structural repairs at Rail Receival 3, Surge Bin 6, Stackers 1 and 2 and across several conveyor gantries were also completed. Structural repairs were also completed at the Kooragang Terminal's Shiploader 7.08 and Reclaimer 4.11. In addition, we made progress on an ongoing programme of automation upgrade projects that manage age and obsolescence at Kooragang.

In June, the bucket wheel bearing of Reclaimer 4.12 at Kooragang Terminal failed, and was out of service for 12 weeks to replace the bearing and repair the damage. The high-risk work was completed without incident and learnings from the experience were proactively applied to the replacement of a bearing in Reclaimer 4.59. Downtime was reduced to four weeks due to excellent planning and implementation.

Team efforts

The continued development of our One Team approach to operational delivery has proven to be of value during the year's performance. We utilised cross-functional teams to collaborate on key initiatives such as environmental and safety improvements, asset strategies and planning efficiencies.

The planning function was also reshaped with the Service Assurance, Maintenance Services and Operations Delivery teams collaborating, with a key focus on optimising the long, medium and short-term horizons to align with both business and customer planning windows.



CASE STUDY

Port Waratah stars on Mega Mechanics

Mega Mechanics is a six-episode observational documentary series following some of Australia's best mechanics, fitters and engineers as they work on the biggest machines in the country. Mega Mechanics premiered in 2019 and screened in Australia on Network 10 as well as around the globe on Discovery Channel, including Europe, Africa, Canada, New Zealand and Thailand. Five of the six episodes featured Port Waratah's maintenance activities, completed by our very own mega mechanics.

Filming an assortment of maintenance tasks, the Mega Mechanics film crew got up close and personal with the Maintenance Team at our Kooragang Terminal. The film crew attended our site over a number of weeks capturing the work being completed on our heavy metal marvels. A broad range of tasks was profiled, including idler changes, undertaking an emergency generator changeover on a shiploader and completing a major outage on a reclaimer, which included the installation of a new gearbox and trailing cable.



IN 2019, PORT WARATAH

1,226 VESSELS

110.6

MILLION TONNES OF COAL

95.5 MILLION TONNES FROM KOORAGANG

15.1 MILLION TONNES FROM CARRINGTON

2ND BIGGEST EVER YEAR FOR PORT WARATAH

TRAIN CANCELLATIONS 0.12%



Port Waratah's Kooragang and Carrington Terminals are an integral part of the Hunter Valley Coal Chain, because they connect Hunter Valley coal with the rest of the world. The Hunter Valley Coal Chain includes more than 35 coal mines and coal can be hauled up to 380km to reach the port.

Market conditions

Coal is a major component of the global energy mix, accounting for almost 40% of all electricity generation, and global demand for coal is forecast to remain stable over the next five years. Throughput out of the Port of Newcastle achieved a record level in 2019 and demand for Hunter Valley coal remains strong. This demand is expected to continue, driven by ongoing industrialisation and the development of high-efficiency, low-emissions (HELE) coal-fired power stations across many of our traditional coal export markets.

South East Asia is the dominant destination for Hunter Valley coal and demand in this region is forecast to grow by more than 5% per year through to 2024. New export destinations serviced by Port Waratah in 2019 include Sri Lanka and Cambodia. We also welcomed a new customer, MACH Energy, which discharged their first export train in late January.

Customer engagement

Our customer relationships are strong and based on mutual understanding and trust. Listening and responding to customer needs is fundamental to our approach. We also emphasise the importance of collaborating with them to manage challenges and find timely solutions.

Throughout the year we visited several customers' mining operations and conducted a customer survey, which provided additional insights into their needs. We will use this feedback to inform and guide improvement initiatives for 2020. During 2019 we also hosted 797 industry participants, including customers and end-buyers, through our terminal tours. To enhance our tour programme, we developed a video that clearly demonstrates our unique coal blending service and explains how the inherent characteristics of our processes ensures we can deliver a homogenous product. The video can be found in the What We Do section of our website.

Coal chain partner

Being an effective coal chain partner helps deliver greater efficiency gains for our customers. We have strong working relationships with co-service providers, including a number of rail haulage providers.

One example of industry collaboration is our wagon door reliability project with Pacific National, which involves installing sensors into the dump station closing triggers to enhance maintenance strategies.

During 2019 we also modified our systems in preparation for the introduction of Australian Rail Track Corporation's Automated Network Control project, which is due for completion in early 2020.

Terminal capacity

Port Waratah's terminal capacity provides a reliable, high-quality, flexible and cost-effective service to our customers. It is sufficient to meet their requirements and also provides surge capacity during periods of high demand. This surge capacity enables us to minimise the number of vessels waiting to load and to turn vessels around as quickly as possible to deliver the coal to market.

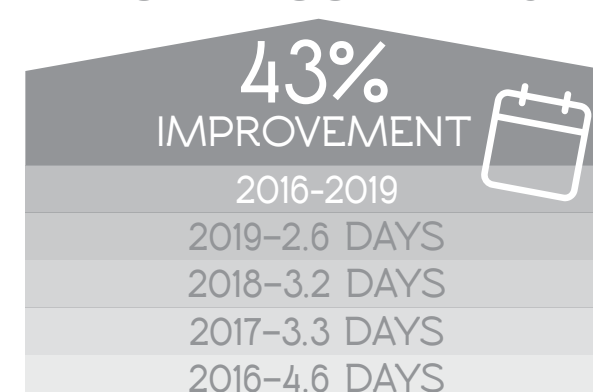
The Carrington Terminal provides flexibility by servicing smaller vessels and trains and, in turn, unique export destinations. We continue to negotiate with the Port of Newcastle to extend the Carrington Terminal lease beyond 2024.

Vessel turnaround times

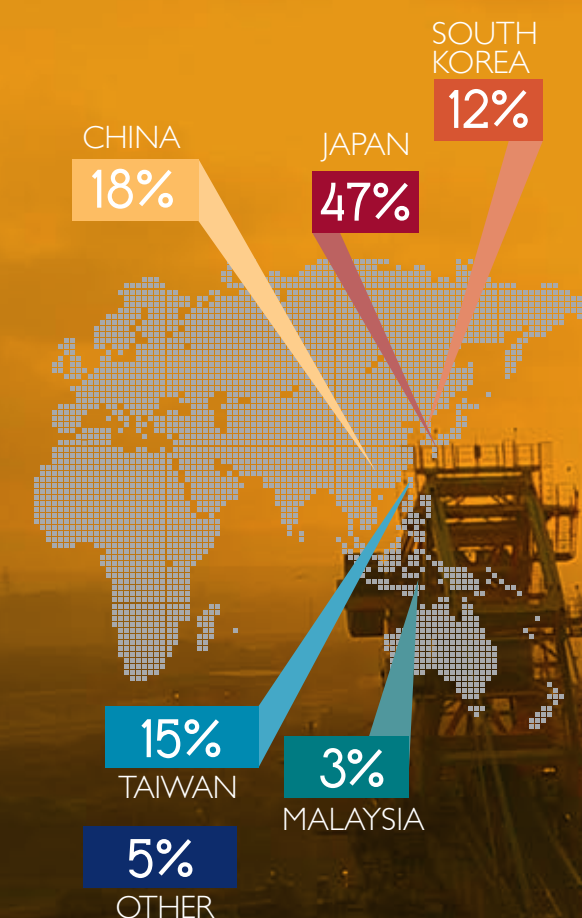
Minimising vessel turnaround time is one way we work to reduce costs for our customers. In 2019 we achieved a record low vessel turnaround time of 2.6 days. This is a significant decrease of more than 40% over the past three years.

We achieved this result by aligning our operations and coordinating coal chain planning to meet the demand for our customers' coal, and by ensuring we receive the right coal at the right time for the vessels to be loaded.

VESSEL TURNAROUND DAYS



WHERE THE COAL GOES



Due to rounding, numbers may not add up precisely to the totals and percentages provided.

A DIVERSE CUSTOMER BASE

with shipments being made for **38**

different producer or trading companies

WE ARE COMMITTED TO BEST PRACTICE

Our data is underpinned by our accredited systems

Port Waratah has an internationally accredited Environmental Management System (EMS) and Occupational Health and Safety Management System (OHSMS). These systems provide our framework for managing environmental and occupational health and safety aspects of the business. Both our EMS and OHSMS are accredited to internationally recognised best practice standards ISO 14001 and OHSAS 18001 respectively. Our EMS has maintained certification since 2009 and is due for re-certification in 2020. The OHSMS has maintained certification since 2014 and in 2020 Port Waratah will seek reaccreditation under the new ISO standard OHSAS 45001.

We participate in surveillance audits every year to ensure that our EMS and OHSMS are effective, fully implemented and continually improved. Internal audits, reporting of incidents, and training also assess the performance of the management systems. Our management team approves objectives and targets, which are tracked monthly.

All employees at Port Waratah are represented on health, safety and environment matters by an elected representative from each department or work group. The employee representatives, Port Waratah Leaders and nominated resources form Port Waratah's Health, Safety and Environment (HSE) Committee. The HSE Committee meets bi-monthly and works to continually improve systems and policies, and to promote a healthy, safe and environmentally conscious workplace through open, honest and transparent consultation.

Our Sustainable Development Report is in accordance with the Global Reporting Initiative core option, but at present is not externally assured.

20 INTERNAL EMS AUDITS **1** EXTERNAL EMS AUDITS

1,900 CONTRACTORS INDUCTED **43** SAFETY MEETINGS HELD **405** HEALTH AND SAFETY AUDITS



OUR COMMUNITY PARTNERS

PORT WARATAH COAL SERVICES KOORAGANG

PORT WARATAH COAL SERVICES CARRINGTON

Diversity

- Arnetts Programme - New Lambton FC
- Awabakal Ltd
- Equal Futures Project
- Firstchance Inc.
- Got your Back Sista
- Hunter African Communities Council
- Hunter Homeless Connect
- Hunter Multicultural Communities /Waratah Mayfield Men's Shed
- Hunter Simba FC
- Ikara-Flinders Ranges Challenge
- Jenny's Place
- Matthew Talbot Centre
- Mentor Support Network (MSN)
- Newcastle All Blacks Football Club
- Newcastle Hunter-White Ribbon Committee
- Newcastle Pride Festival
- Newy Park Run
- OzHarvest
- Share The Dignity
- Zara's House

Economic

- Hunter Research Foundation Centre
- HunterNet

Education

- Basketball Association of Newcastle Ltd
- Callaghan Waratah Campus
- Carrington Public School
- Carrington Village Markets
- Child Abuse Prevention Service
- Clontarf Foundation
- Fern Bay Public School
- HMRI (Phase 2 - Sustainability through innovative partnerships)
- Hunter Innovation & Science Hub Incorporated
- Islington Public School
- Mayfield East Public School
- Mayfield West Public School
- Merewether High School
- Musica Viva Australia
- Newcastle High School
- San Clemente High School
- Science & Engineering Challenge (UoN)
- Shortland Public School
- St Columbans Primary School
- St Dominics Centre
- St Peter's Primary School
- Stockton Historical Society
- Stockton Public School
- Tighes Hill Public School
- Waratah West Public School

Environment

- Conservation Volunteers Australia
- Hunter Region Botanic Gardens Ltd
- Port Macquarie Koala Hospital

General Community

- Anvil Creek Theatre Pty Ltd
- Bikers for Kids Inc.
- Engineers Australia
- Hand in Hand Art House
- Hillcrest Tennis Club
- Newcastle Commemorative Services Pty Ltd
- Newcastle Music Festival
- Newcastle Rowing Club
- Sprint Regatta
- Orange Sky
- Richmond Vale Preservation Cooperative Society Ltd
- Rural Fire Service - Lower Hunter Fire Centre
- Sailors with Disabilities
- Salvation Army
- Samaritans (Christmas Lunch In The Park)
- Society of Artists
- St John's Anglican Church
- Stockton Meals on Wheels
- Stockton Scouts
- Stockton Surf Lifesaving Club
- Stockton Tennis Club
- Variety The Children's Charity
- Wandiyali Indigenous Surf Classic
- Westpac Rescue Helicopter Services (WRHS)

Health

- Biggest Ever Blokes Lunch
- Box Rallies Pty Ltd
- Camp Quality Newcastle
- Cerebral Palsy Alliance
- Charles Run 4 Kids
- Dry July
- Fires Climb for Moror Neurone Disease
- Harry Meyn Foundation - Harry's Challenge
- Hunter Breast Cancer Education & Support Network
- John Hunter Children's Hospital
- KO Classic Surf Event
- Kurri Coalface Pedal
- Life Shaper Family Services (Soul Café)
- LifeLine
- Mark Hughes Foundation
- Mater Hospital
- Movers and Shakers
- MS Sydney to Gong Bike Ride
- Newcastle City Council
- Newcastle Parkinsons Support Group
- ProCare Mental Health services
- Run DPIG
- Samaritans / ARAFMI Wellness Walk
- The Mission to Seafarers Newcastle Inc.
- Variety Santa Fun Run



PORT WARATAH COAL SERVICES

24-hr Community Enquiries Line (02) 4907 2280
contact_us@pwcs.com.au
PO BOX 57 Carrington NSW 2294
pwcs.com.au



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