

NAVIGATING
CHANGE

“We acknowledge the exceptional work that our teams have done to keep cargo moving, given the unprecedented volatility in shipping and cargo movements.”



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Annual Report – Financial Statements and Disclosures

Available at portnelson.co.nz



Overview

Our Purpose

To facilitate regional prosperity

Kia āhei ki te kōkiri whakamua ki te taumata ā-rohe



2021

Performance

	2021	2020	2019	2018	2017	2016
Operations						
Cargo throughput (cargo tonnes)	3.3m	3.3	3.9	3.6	3.1	2.7
Container throughput (TEUs – twenty-foot equivalent units)	102,995	116,162	119,074	121,483	108,106	96,497
Shipping tonnes (GRT – gross registered tonnes)	9.2m	9.6	11.1	12.2	10.9	9.7
Vessel visits (greater than 100 GRT)	781	760	804	887	805	821
Employees (FTEs – full-time equivalents)	223	233	214	210	195	167
Financial (millions)						
Revenue	73.5	66.7	70.7	67.2	58.4	45.5
Earnings before interest, taxation, depreciation and amortisation (EBITDA)	28.6	20.9	30.5	27.1	21.7	17.6
Earnings before interest and taxation (EBIT)	19.3	12.9	22.9	20.1	16.7	12.2
Net interest expense	2.6	2.7	2.9	2.6	2.2	1.6
Taxation	3.7	2	4.8	4	3.7	2.7
Net profit after taxation (NPAT)	13	8.2	15.3	14.1	10.8	5.3
Dividend declared	4	4.8	5.5	5.5	6.5	4.8
Capital expenditure	22	16.1	19.2	15.2	27.3	15.3
Term debt	75.7	70.5	61.9	55.6	47.2	29.5
Total non-current tangible assets	357.3	342.1	265.7	253	241.8	188.9
Shareholder return metrics						
Earnings per share (cents)	51.3	32.1	60	55.3	42.7	20.7
Dividend per share (cents)	15.7	18.9	21.6	21.6	25.6	18.9
Net assets per share (\$)	10.3	9.85	7.49	7.23	6.89	5.77
Shareholder equity as % of total assets	68.5%	68%	65.9%	67%	66.2%	70.5%
Return on average shareholder funds	5.1%	3.7%	8.2%	7.8%	6.7%	3.6%
Return on average assets	3.5%	2.5%	5.4%	5.2%	4.6%	2.6%

→ 2021 Performance

68.5%

Shareholder Equity
as % of Total Assets

3.3

million

Cargo Throughput
Tonnes

\$13

million

Net Profit
After taxation

9.2

million

Shipping Tonnes
GRT (millions)



223

Employees
FTEs

102,995

Container Throughput
TEU

5.1%

Return on Average
Shareholder
Funds

781

Vessel Visits
Over 100GRT



→ Chair & CEO Report





Geoff Dangerfield

Chair



Hugh Morrison

CEO

A year and a half after COVID-19 first appeared, its direct and indirect impacts are still the most dominant factor in global trade and hence in Port Nelson's performance.

The 2021 financial year commenced with COVID-19 work practices well established at the Port and the key concern being the strength of the rebound in economic activity post COVID lockdowns. We finish the year with a supply chain that is choked on excessive global demand. This has resulted in major inefficiencies and cost increases at nearly every point of the supply chain. These global impacts have been felt directly at Port Nelson and by the importers and exporters of Te Taihū.

Port Nelson would like to acknowledge the challenges that our region's exporters and importers have had over the year, and the difficulties shipping companies have had in these volatile times. These impacts have particularly impacted those reliant on containerised cargo. The lack of containers, difficulty in finding and retaining vessel booking slots, omitted or delayed vessel calls, and significant cost increases have been ongoing obstacles for all parties to overcome. These challenges come on top of the impact of the Boxing Day hailstorm and other climatic events. Despite these challenges, our exporters and importers have shown strong resilience and innovation to keep the region's quality products flowing.

The frustration of our exporters and importers has been mirrored at the Port. We acknowledge the exceptional work of our teams to find work-arounds to keep cargo moving, given the unprecedented volatility in shipping and cargo movements. To have three vessels omit at short notice and then all turn up the following week, on top of the planned visits, puts a real strain on our people and plant. Yet they have continued to deliver a quality service.

The 2021 year is reviewed in more detail below through the five stakeholder lenses that we use to guide our business:

Customers

The Port's cargo for 2020/21 was 3.25 million Cargo Tonnes, down 3% on budget, and 1% on the previous year. This result masks some key variances in our major cargo groups. Log exports were up 8% on budget, reflecting strong demand and prices in China. On the other hand, containerised volumes were 102,995 Twenty Foot Equivalent Units (TEU), down 13% on budget and 11% on last year.

The main containerised cargos contributing to the reduced volumes were apples and kiwifruit. These products were dramatically reduced by the impact of weather events, however even this reduced volume could not be catered for by the available empty containers and slots on vessels. This resulted in cold stores overflowing across the region. Lack of container capacity flowed through into other exports such as wine and fish.



8%

Log exports were up 8%, reflecting strong demand in China

In the non-log, bulk cargo area; petroleum, fertiliser, cement, and methanol totaled to be at budgeted levels. An interesting shift in bulk movements was the uplift in bulk refrigerated vessels. For the first time in many years, frozen meat and seafood were exported in bulk.

From a Port operations perspective, record efficiency results were achieved by our log stevedoring business in the stowage factor for log exporting vessels and in the packing of containers through our QuayPack warehouse facility. Unfortunately, the volatile container shipping schedule resulted in a disrupted container terminal which led to a reduction in the load rate of vessels.

Environment

During the year, the Port finalised its greenhouse gas emissions reduction targets. These targets have been set at levels that allow the Port to play its part to meet New Zealand's Paris Agreement obligations. Port Nelson has committed to reducing absolute Scope 1 and 2 emissions by 42% by 2035 from a 2019 baseline year, and its gross Scope 3 (waste and travel) emissions by 30% from a 2019 baseline year. Additionally, Port Nelson will work with its suppliers to assist them on their emissions reduction journeys. Port Nelson's targets were developed with the assistance of Toitu and from the Science Based Targets methodology.

"Port Nelson would like to acknowledge the challenges that our region's exporters and importers have had over the year"

The Port's emissions reduction plan identifies several key areas that will be critical to achieving the targets, these include decreased reliance on fossil fuels through driver behaviour, plant replacement, biofuel integration, and alternative fuel sources for plant and equipment, as the technology becomes available. The Port has also committed to sourcing electricity from renewable sources.

For the 2021 financial year, the Port is pleased to report progress against those targets. The Port's gross emissions for the year (Scope 1, 2, and 3) were 2,914 T (CO₂e). This is an 11% decrease on the 2020 emissions total and a 20% decrease on the 2019 baseline year total.

During the financial year, the Port has also been actively working with the community and Nelson City Council on Port noise. The Main Wharf North rebuild is complete, which will result in container vessels



being located further away from the residential area, reducing the impact of noise on residents. Stormwater discharge quality and dust continues to be a focus as work continues on the Log Yard Redevelopment Project. The first trial of a vortex stormwater treatment system has been installed. This should see an improved recovery of sediment from the log yard stormwater discharge, and thus further reduce the discharge of debris into the harbour. These will be rolled out throughout the log yard if the trial demonstrates they provide a meaningful benefit.

People

The Port's front-line team (those who board vessels) has shown outstanding resilience in complying with the weekly and fortnightly COVID-19 testing regime. Most have also had their COVID vaccinations, all must be vaccinated post 30 September 2021. We appreciate the commitment our people have shown to ensuring that we have a safe maritime border for our community.

There was a strong focus on reducing health & safety incidents over the year and we are happy to report significant improvements in all areas from previous years. Our focus on Critical Risks (incidents that could cause fatalities or serious harm) and Fatigue Risk Management, remains a key focus. We have established a strong foundation in these areas

from which we can ensure practices and audits are embedded in the business.

The volatile workload and COVID environment have taken its toll on our people. We move into 2022 with many of these issues still in play. Worker retention, fatigue, and mental health are likely to be issues for all ports going forward.

Community

After many years of planning and negotiating, funding has been approved for the development of a modernised marine maintenance facility for vessels under 400 tonnes. Many parties have been involved in making this happen including: central government (Infrastructure Reference Group), Nelson City Council, the marine engineering industry, and Port Nelson. The development will take place over the next 18 months and will bring more vessels to the region that require engineering, painting, and other marine services.

Supporting the community through sponsorship is an important focus for the Port. In 2021 we commenced support for Nelson Hearing – who provide an outstanding youth education programme on the risk of damage to hearing; as well as the Chamber of Commerce's Export Hub – a programme of engagements and presentations to support local exporters.



Other organisations we are proud to support include: Maitahi Outrigger Canoe Club's radio equipment, Navy Cadet's new rescue boat, as well as roll-over sponsorships such as the Haulashore Trapping programme, Port Nelson's Charity Golf Tournament in aid of LifeLine and QuayConnect's key backing of the Marlborough Wine Show.

We have been grateful to Te Taihū iwi who have responded to our request for increased engagement. The Port recognises that it needs to improve its knowledge of tikanga Māori and establish sustained engagement pathways with iwi.

Shareholders

Concerns over how trade would respond post the early 2021 COVID slowdown saw the Port set its lowest profit forecast in five years.

As a consequence of lower cargo and container volumes, non-property related revenue was well down on budget. However, during the year, we focused on several cost-saving and cost deferment initiatives to mitigate the lower forecast. The most significant was a deferral in wharf maintenance costs and a slowdown in capital investments. These costs will now be spread over future years. Savings were also made through a review of administration costs. In addition, a number of one-off savings worked in our favour, in particular foreign exchange transactions.

The net result of these movements was a Net Profit After Tax (NPAT), excluding one-off property

"Concerns over how trade would respond post the early 2021 COVID slowdown saw the Port set its lowest profit forecast in five years."

revaluations, of \$9.1m, up \$1.7m (23%) on budget, and up 12% on the previous year.

Strong commercial property revaluations contributed to an equity increase of \$3.9m, impacting positively on the year's profitability. The final NPAT was \$13.0m.

The Port was pleased to declare a fully imputed, full year, dividend of \$4.0m.

Investment in infrastructure and property remain key focuses. Port Nelson is in a phase of infrastructure renewal as it works to address aged wharves and container handling plant. Optimising this investment, while ensuring the Port builds resilience and delivers economic returns, are key considerations for us over the next ten years.

The Main Wharf North upgrade is one of these projects which celebrated its completion in July 2021. The upgrade saw the old wooden structure being replaced with a strong concrete berthing facility, and the level raised 300mm allowing for sea level rise and to line up with two sections constructed more than 16 years



“What was evident in 2021 was the ability of the region and the Port to adapt to the challenges, find ways to make things work, and identify new opportunities.”

ago. The Port also purchased a new Liebherr Crane, an investment of nearly \$9 million and the Port's first Reach Stacker. The new crane provides safer and more efficient container operations and replaces the Port's crane "No 2".

Commercial property forms an important diversification of income for the Port. An exciting development opportunity being scoped is the development of a Science & Technology Precinct at the corner of Vickerman Street and Wildman Avenue. This facility, developed with the support of the Cawthron Institute and Nelson City Council, will hopefully assist in attracting new knowledge-based companies to the region as well as supporting some of our growing technology and research businesses.

In keeping with its focus on cost management and reduction, the Port explored options to obtain efficiencies from combining governance and administration functions with Nelson Airport Limited (NAL). A decision has been made by shareholders to progress a holding company that would own the assets of both PNL and NAL. The new structure would continue to allow each company to operate separately but provide access to more cost-effective funding lines. The benefit of this change will flow back to shareholders.

Looking ahead to 2022

Looking forward, we see ongoing shipping challenges in play for much of the 2022 financial year. This is very disappointing for our region's exporters given

the high prices and demand that the region's products are achieving internationally. The Port is working with shipping lines to look for ways to support local exporters, however, given the global nature of the forces at play our options are limited.

The last few years have continued to remind us that many of the region's exports reflect the incredible growing environment we have for primary produce. Regrettably, this dependence exposes the region and the Port to the variances of nature and the consequential volatility on our exports.

In a similar vein, the Port is conscious of the potential impact of nature on its infrastructure, be it storms, seismic events, or sea-level rise. Building resilience and emergency response training to respond to such events will receive increasing emphasis in 2022.

This can all sound very negative, however what was evident in 2021 was the ability of the region and the Port to adapt to the challenges, find ways to make things work, and identify new opportunities.

He moana pukepuke e ekengia e te waka / A choppy sea can always be navigated

We close by again thanking our customers, both shipping companies and importers/exporters for your resilience and patience in these difficult times. To the Port Nelson Team, congratulations and thank you for what you have achieved this past year and the professional way you have overcome the many challenges.

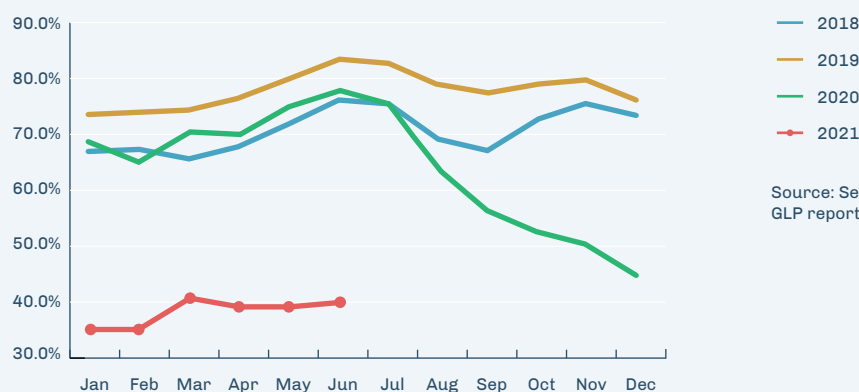
⇒ Navigating change



Early 2020 saw a global pandemic surge and countries plunged into lockdowns causing world-wide logistical challenges that could not have been predicted. To this day, ports worldwide continue to navigate the challenges from COVID-19, including shipping volatility, congestion issues, equipment capacity, and soaring freight costs.



FIG 1 Global Schedule Reliability



Source: Sea-Intellegance,
GLP report issue 118

To best understand the nature of the importing and exporting challenges impacting the Te Taihū region and have a sense of what the future may bring, it is important to understand the global and national context of the current crisis.

Worldwide Impacts

The global picture is best understood in three phases. Phase 1 commenced early 2020, when COVID-19 first spread around the world and countries went into shut down. This had the effect of leaving ships unattended outside ports and cargo creating congestion on the ports. While volumes continued to move, they did so at a slower pace and services became irregular.

Around mid-2020, Phase 2 commenced. This was triggered by the world's consumers coming out of lockdown with an appetite to spend. Dramatic increases in the demand for products saw global cargo volumes rapidly increase. This created unprecedented congestions in the system with ships waiting at ports to berth and cargo overflowing at ports while waiting to be distributed or loaded on vessels. The graph above highlights the dramatic drop in the reliability of global container traffic schedules. These fell from 75% to 35% over the period July 2020 to January 2021.

This congestion was felt by importers and exporters as a dramatic reduction in their ability to obtain space on vessels in a timely manner and an equally dramatic shift in the costs of container movements. The global index for container freight cost jumped 600% between June 2020 and July 2021.



“Despite continued port congestion, schedule reliability has not gotten any worse. However, it is still at a very low base, hovering around the 40% mark since March 2021.”

In response to the high demand, shipping lines directed scarce ships and containers to their more profitable trade lanes such as the China to West Coast USA route. This had a consequential effect of removing capacity from the Southern Hemisphere.

Phase 3 commenced around February 2021 as shipping lines and ports adapted to the new normal and began to make incremental improvements and efficiencies. This saw a slow improvement in reliability numbers.

Alan Murphy, CEO, Sea-Intelligence, comments on the recent 2021 reliability levels “Despite continued port congestion, schedule reliability has not gotten any worse. However, it is still at a very low base, hovering around the 40% mark since March 2021. In June 2021, schedule reliability improved marginally by 0.8 percentage points M/M to 39.5%. On a Y/Y level, schedule reliability was down a massive -38.2 percentage points. The average delay for late vessel

arrivals continued to deteriorate in June 2021, increasing by 0.38 days M/M to 6.41 days. The level of delays in 2021 have been the highest across each month compared to previous years.”

The National Shipping Challenge

As an export-oriented nation, New Zealand has been strongly impacted by the global shipping challenges. Unfortunately, these have been accentuated by some local factors. Firstly, waterfront labour issues on the east coast of Australia created delays in container supply. Secondly the overwhelming of Auckland Port’s capacity due to the uplift in cargo volume came at the same time as it was implementing a new container handling strategy and had labour shortages. The result was significant delays in vessels unloading cargo at Auckland and the distribution of that cargo around the rest of New Zealand. Port of Tauranga stepped up to take on some of the import load from Auckland, however its capacity and the ability to distribute cargo via rail was soon overloaded.

As a result of these impacts, the reliability of container vessel services plummeted. Over the period February 2020 to April 2021, shipping reliability (the ability of shipping lines to arrive at ports on their scheduled times) at New Zealand ports dropped to near-zero levels.

Shipping reliability at New Zealand ports

% change in vessels arriving at ports on schedule between February 2020 and April 2021

Data from SEA Intelligence

Port Nelson

100% ↓ 0%

Lyttelton Port Company

88% ↓ 7%

Ports of Auckland

78% ↓ 6%

Port of Tauranga

82% ↓ 5%

Napier Port

92% ↓ 16%

CentrePort Wellington

78% ↓ 0%

PrimePort Timaru

100% ↓ 0%

Port Otago

79% ↓ 0%

Over and above the shipping capacity and reliability issues, local importers and exporters have been hard hit by the dramatic increase in freight costs. For some larger exporters locked into long-term contracts with shipping agencies, the price increases have been less significant, however for smaller exporters and importers the price rises have been dramatic.

Key exports from New Zealand are chilled and perishable goods, which require cool store capacity and refrigerated containers. Shipping congestion has coincided with New Zealand's export replenishment of chilled food and perishables for the North American and European summer retail season. Demand continues to out-pace supply of container equipment causing issues exporting these products with limited shelf life.

Looking forward

The pressures from ad-hoc sliding of vessel calls are unlikely to quickly abate. Shipping volatility will continue to impact global shipping for the next 12-18 months and freight costs will remain high. In the long term as congestion levels ease, record high freight costs should reduce in time, however industry experts suggest this may not happen for another two years.

According to New Zealand Trade and Enterprise, spot rates for containers and ships have stabilised but remain at record highs. High demand and limited availability are expected to impact the global flow of goods in the coming months. The new vessels and equipment ordered by shipping lines are not likely to be available until late 2023. The hope is this will increase the supply of shipping space and hopefully balance freight rates.

Our Customers

Ō tātou kiritaki





Port Nelson's impacts from national and international shipping challenges

Exporters and importers of Te Taihū continue to be hard hit by ongoing shipping reliability and capacity challenges stemming from global and national shipping volatility.

The typically reliable container shipping service through Nelson has been caught by these global and national challenges. A particular local challenge that Nelson provides for shipping lines is the tidal nature of the port and meeting tidal windows, this places additional constraints on the schedules of shipping lines. It is therefore essential for Port Nelson to operate on a 24/7 basis to meet the needs of the region's importers and exporters and the expectations of the shipping industry.

Over the period 1 July 2020 to 30 June 2021 container volumes through Port Nelson were 13% below expectation. However, the bulk of the negative variance occurred in the last six months of that period, when nearly 20 of the expected 80 vessels omitted the Port.

The intensification of these issues has unfortunately resulted in Te Taihū exporters dealing with the brunt of the impacts. Lack of equipment, shipping disruptions,

and increased costs are key issues that exporters are navigating. One consequence of the shipping interruptions was that warehouse and cold storage facilities became full in the region and exporters were forced to look for alternative storage facilities.

At Port Nelson, the vessel schedule changes, cargo rollovers, and space capacity issues requires the Port to constantly reorganise the container terminal and the resourcing of our teams.

In May 2021, due to ship omissions, space became a premium at Port Nelson. Full containers were stacked in the empty depot, roadways were adapted for 4 high export stacks, and general containers were filling available space in reefer towers. The container terminal had come to a critical point and had gone over and beyond its capacity. For the first time in Port Nelson's history, it was forced to close receipts for one day.

Port Nelson has been working to resolve the key issues of delays to export shipments and can assure exporters and importers that the importance of continuing to provide regular services to the Te Taihū community are well known to the shipping lines and the freight forwarding sector.

40%

of the region's
annual harvest is
turned into MDF

Customer Spotlight:

Nelson Pine Industries



Nelson Pine Industries, Murray Sturgeon, moves into a Chair Position after 35 years as Managing Director. Murray reflects on his leadership at Nelson Pine Industries and the partnership the company has formed with Port Nelson.

Nelson Pine Industries (NPI) was formed in 1984, to add value to the Nelson region by turning wood chip into Medium Density Fibreboard (MDF). NPI's manufacturing facility was expanded with a second line in 1991 and a third line was added in 1997. By May 2000, NPI announced plans for an NZ\$80 million LVL plant at its Richmond site. Production from the veneer plant began in November 2001, followed in March 2002 with the commissioning of the LVL plant for laminated veneer.

Murray comments on the focus of Nelson Pine Industries since its formation. "For 35 years, Nelson Pine Industries has focused on investing in its plant and equipment to turn low-value wood residue into a valuable product. Today 40% of the region's annual harvest is turned into MDF. That's the equivalent of 160 trucks per day coming to the plant for processing". Locally, the company contributes \$220 million per year into the local economy for materials, labour, electricity, and services.

When asked what he is most proud of as Managing Director, Murray replied that it was the development of the company, focusing on adding value and engaging 260 full-time employees.

Port Nelson has a long history with Nelson Pine Industries, around 7% of the Port's annual export tonnage comes from Nelson Pine Industries exports. Their products are exported to Japan, North America, China, Southeast Asia, and small volumes of LVL to South Australia. Murray comments on the company's partnership with the Port, "the Port company provides an excellent service to Nelson Pine Industries and to the region's exporters."

Murray Sturgeon himself was also a board member at Port Nelson for 18 years ending in 2006. In 1988, Murray was appointed as Nelson City's representative when Port Nelson was reformed and transferred from the Nelson Harbour Board to Nelson City Council and Tasman District Council. "I was involved with the transformation from the old port authority to the councils, I oversaw the transformation of the Port's equipment including the evolution of the cranes and the development of containers through the Port. The Port was forward-thinking, I look back with satisfaction for being involved in transforming the gateway to the world for exporters and for the region."



"Stormy Fruit is a way to brand our Class 2 fruit in a way that is appealing to consumers while also being completely open about what has happened to the fruit's exterior."

Fruit's crops just five weeks prior to picking. Overnight their shipping estimate dropped from 1500 containers to 700.

"In hindsight, with the chaotic nature of shipping this year, the hail could be seen as a backhanded blessing. If we had a full crop, the year would have been catastrophic in terms of our ability to store our product, not to mention get it exported."

However, with all challenges, success stories can present themselves. A large portion of the hail impacted fruit qualified as Class 2. These fruits can be enjoyed by consumers as a premium quality eating experience, whilst not being cosmetically perfect.

'There are always silver linings to dark storm clouds' - This is where the idea of Stormy Fruit came from.

"Stormy Fruit is a way to brand our Class 2 fruit in a way that is appealing to consumers while also being completely open about what has happened to the fruit's exterior. The positive is that storms are natural, and the fact a storm left its mark on the fruit proves that the fruit is perfectly natural, safe, healthy, and fresh." Explains Kylie, "Stormy Fruit was a total of five weeks in the making. Instead of standing around looking at the damage, we took a different view. The leadership and resilience shown by our CEO, the willingness and trust of our growers combined with the determination of our staff brought our Stormy Fruit brand to the market."

Stormy Fruit has now been shipped around the world, opened new markets, and demonstrated Golden Bay Fruit's commitment to its growers and the sustainability intentions of the business.

Reflecting on the year, Kylie thanks Port Nelson for their assistance this year. "We've made some pretty hefty requests of people under pressure in extraordinary circumstances, and we have really appreciated the time and understanding of all the staff at Port Nelson and QuayPack, we couldn't have done this year without you."

Looking forward, Golden Bay Fruit is putting more of a focus on sustainability while building its local market programs and looking at ways to better utilise value add products.

Customer Spotlight: Golden Bay Fruit

Golden Bay Fruit, which is home to over 500 hectares of apple orchards and 50 hectares of kiwifruit, readies apples for export by grading, packing, labelling, and storing them at its cool stores in Motueka.

The fruit is then delivered to Port Nelson and relies upon the Port to export the fruit to customers in Europe and Asia efficiently, and in pristine condition.

This year, the pip-fruit industry has been heavily impacted not only by shipping volatility but also by a severe hailstorm on Boxing Day 2020.

Kylie Pratt, Golden Bay Fruit's Export and Customer Service Manager discusses how shipping volatility has impacted operations, "equipment shortages and surcharges, along with general rate increases have had a significant impact on anticipated returns to our region's growers – costs that come straight off the bottom line – with no potential to avoid them. Our reduction in volume and having a good relationship with our carrier eased some of the problems all apple exporters faced this year, although extended transit times have added to the burden."

On December 26th, 2020, the industry was hit another blow when Motueka was hit by a rare hailstorm. The hailstorm resulted in the loss of 50% of Golden Bay

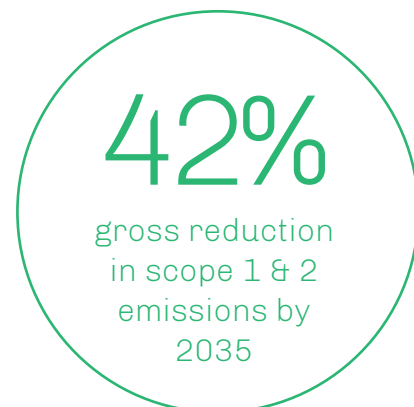
Our Environment

Tō tātou taiao



Becoming a regional leader of environmental best practice

This year the Port announced its 5-year environmental sustainability strategy to minimise its environmental impact and reduce its carbon footprint. The Port's 5-year strategy reflects an objectives-based approach focusing on 4 strategic commitments.



Environment Strategy

STRATEGY 1



Port Nelson will minimise its impacts on the physical environment.

PNL will reduce operational impacts on the physical environment through proactive management of its 'damaging' activities: dredging, dust, stormwater, noise, spills, and traffic congestion.

Our Target: By 2026

- ✔ No uncontrolled discharges of stormwater to the coastal marine area.
- ✔ Minimise discharges of dust to the atmosphere.
- ✔ No noise events (events over 82dBA (LMax) at the closest residential boundary).
- ✔ No uncontrolled substance release to the coastal marine area.
- ✔ No community complaints relating to traffic congestion in the port zone.
- ✔ Compliance with all the requirements of our dredging consent.

STRATEGY 3



A leader in environmental management in the Nelson Tasman & Marlborough regions.

PNL will be a leader in environmental management in the Te Taihū region by implementing innovative solutions for managing our environmental aspects.

Our Target: By 2026

- ✔ Maintain ISO14001:2015 certification.
- ✔ Adopt a Green procurement approach.
- ✔ Adopt a zero waste to landfill approach.
- ✔ Sponsor regionally significant environmental initiatives.

STRATEGY 2



42% gross reduction in scope 1 and 2 emissions and 30% gross reduction in PNL controlled scope 3 emissions by 2035.

PNL are committed to minimising energy use and reducing carbon emissions without compromising the delivery of services to our customers or community.

Our Target: By 2026

- ✔ 20% gross reduction in scope 1 and 2 emissions.
- ✔ 15% gross reduction in PNL controlled scope 3 emissions (general waste and domestic and international travel).
- ✔ To work with customers and suppliers to assist them on their emissions reduction journeys or to meet their emissions reduction targets.

STRATEGY 4



The team at PNL are our environmental champions.

PNL will integrate environmental management into our daily operations, it will become part of what we do and be owned by everyone at PNL.

Our Target: By 2026

- ✔ 50% increase in environmental event reports (baseline year 2020).
- ✔ Environmental awareness training provided to all employees.
- ✔ All PNL employees champion environmental management.
- ✔ Complete pulse checks to gauge PNL employee's ongoing awareness.



Committing to science-based targets

Port Nelson Limited (PNL) has committed to significantly reduce its carbon footprint over the next 14 years.

This reduction is part of the Port's commitment to adopt science-based emission targets. Science-based targets align with the goals of the Paris Agreement, which is to limit global warming to a well-below 2C above pre-industrial levels and pursuing efforts to limit warming to 1.5C.

The Port has committed to 42% reduction in both gross Green House Gases GHG direct emissions (sources owned and controlled by PNL, typically fuel – Scope 1) and purchased energy (electricity – Scope 2), from a 2019 baseline year. Port Nelson has set a target of 30% for reductions to its waste, domestic, and international travel and for encouraging its suppliers to monitor emissions and head down a reduction pathway (these areas are known as Scope 3 emissions). These targets are set to be achieved by 2035.

To reduce Scope 1, 2, and 3 emissions, the Port will take bold action with the following strategies:

Operator training

The Port will provide operators of plant, vessels, and equipment with the data to assist them in understanding how best to reduce the use of fuel in their operations (while keeping a safe and appropriate pace of work).

Efficient plant and light vehicles

The Port will establish a plant replacement programme replacing older diesel plant with more efficient plant, and a programme of replacing light vehicles and forklifts with electric, hybrid, or the most fuel-efficient vehicles/plant. The new container reach stacker which uses less fuel and has less tyre burn than the current

plant is a good example of this. Alternative fuel options for heavy plant will continue to be explored as the technology develops in this space. The future sees the Port's cranes plugged in (electricity) instead of diesel.

Fuel use

Bio diesel will be introduced to appropriate mechanical plant as tests and research and development verifies its effectiveness.

The Port will also explore the establishment of solar panels on its warehouse rooves for use in plant, conversion to other fuel sources onsite or inputting into the local grid.

Operational waste reduction

The Port team will initiate actions to find savings in the areas of electricity use, commuting, business travel, and waste.

Port Nelson recently renewed its commitment to the Climate Leaders Coalition (CLC) by submitting its commitment to science-based targets. The CLC is a collective of signatories who together make up 60% of New Zealand's gross emissions, nearly a third of private-sector GDP, and employ more than 170,000 New Zealanders.

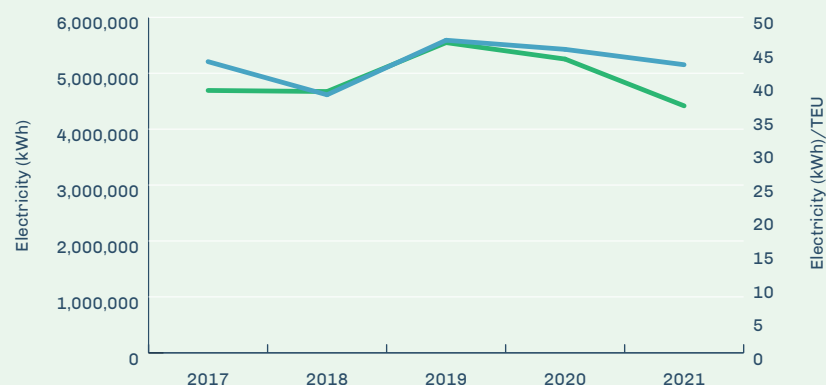
By signing the CLC statement, each organisation has committed to measuring and reporting their greenhouse gas emissions, setting targets, and working with suppliers to reduce emissions, supporting the Paris Agreement and New Zealand's commitment to it.

Port Nelson is joined by other New Zealand port signatories, Ports of Auckland whose goal is to be net-zero-carbon by 2040, and Lyttelton Port Company whose goal is to be net-zero-carbon by 2050.

Environmental Footprint and Noise Management

Electricity

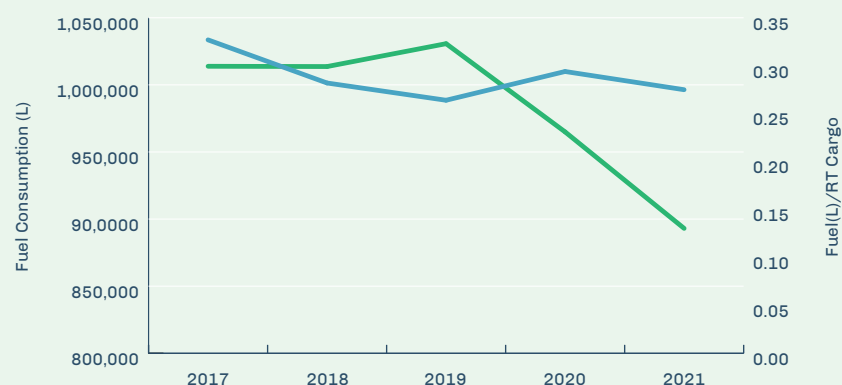
Electricity consumption (kWh) per TEU 2017 – 2021



Electricity consumption is down this Financial Year by 14% on last year. Port Nelson has committed to renewable electricity supply. Consumption per TEU is trending down.

Fuel

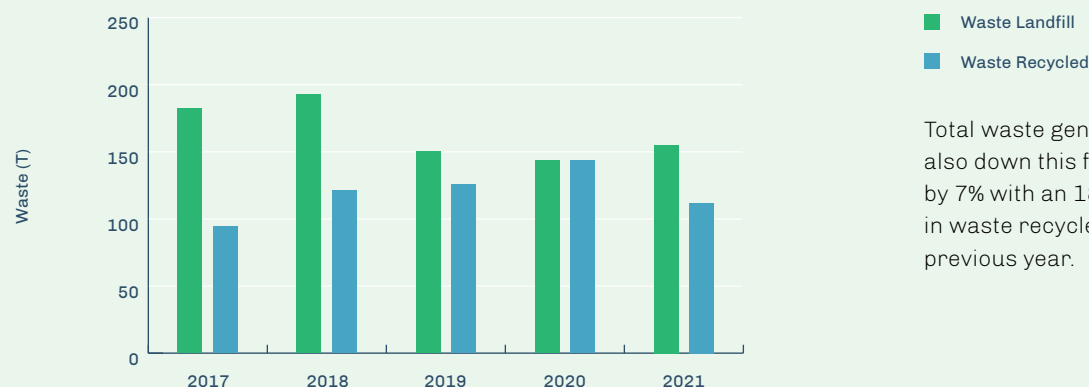
Fuel Consumption (L) per Revenue Tonne of Cargo 2017 – 2021



Fuel consumption is down this financial year by 7.5% on last year. With a small efficiency gain in fuel per RT.

Waste

Waste to Landfill and Recycled 2017 – 2021



Total waste generation is also down this financial year by 7% with an 18% reduction in waste recycled from the previous year.

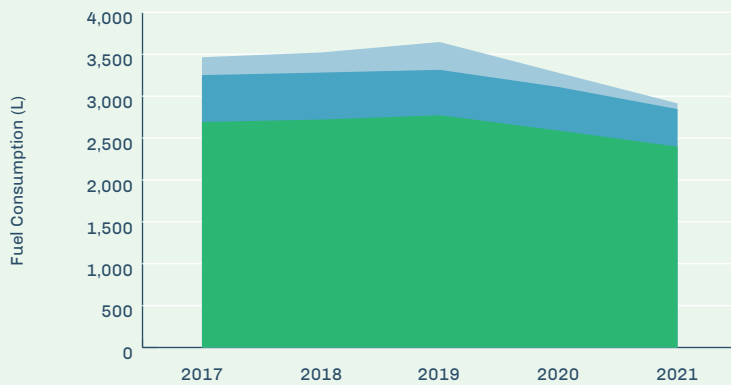
11%

gross emissions are trending down with an 11% improvement on last year.



Total Carbon

Scope 1, 2, 3 and Total Carbon Emissions 2017 – 2021

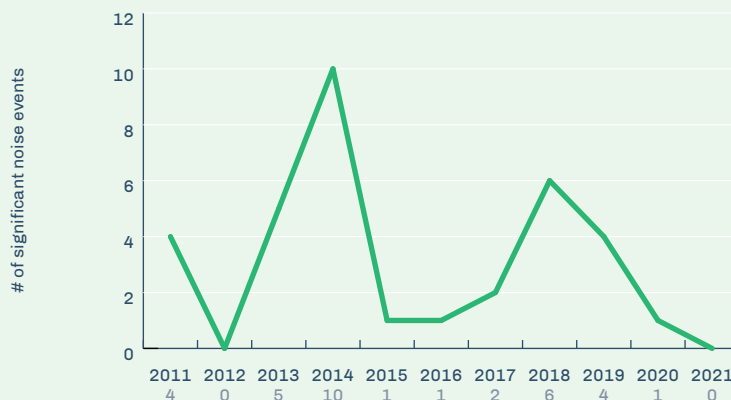


- Scope 1 (T CO₂e)
- Scope 2 (T CO₂e)
- Scope 3 (T CO₂e)

Gross emissions are trending down, with an 11% improvement on last year. This is primarily a result of a decrease in Scope 1 and Scope 3 emissions (reduced fuel burn and travel costs).

Significant Noise Events

Caused by Port operations 2011 – 2021



For the first time in 9 years, Port Nelson had no port related significant noise events. Significant noise events are measured at >89db at our noise monitor at night. This is a credit to the efforts of our team who worked hard to minimise noise associated with container operations.



Reducing Environmental Impacts

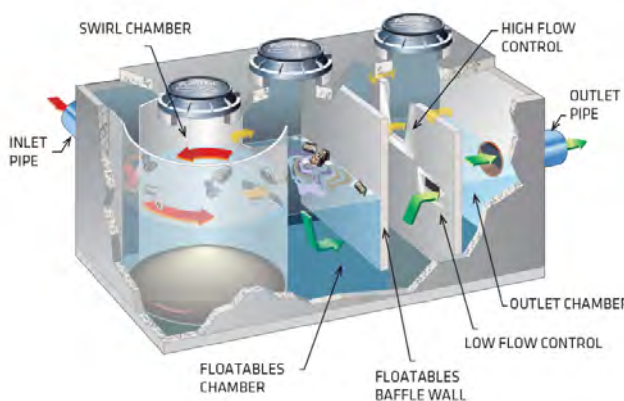
2021 Financial Year Achievements

- New crane to improve efficiencies in fuel use, and improved noise reduction technology
- New Reach Stacker with improved fuel and tyre burn
- Announcement of the Port's 5-year environmental sustainability strategy
- Announcement of the Port's science-based emission reduction targets
- ISO 14001 full audit completed
- A project commenced in our logyards to reduce the impacts of dust and stormwater discharges.
- Budget approved to replace 5 light vehicles with hybrid, electric capability, or highest fuel economy.

Looking to the future, in addition to the Port's science-based targets and the implementation of the Port's environmental sustainability strategy, other environmental actions include the Port increasing its focus on dust control and stormwater discharges to the marine environment. The Port's Log Yard Project which will improve and minimise the impacts from these discharges is underway, this includes the installation of two Vortechs™ system in the log yard. These systems are a high-performance gross pollutant trap that

effectively removes fine sediment, oil and grease, and floating and sinking debris. Its swirl concentrator and flow controls work together to minimise turbulence and provide stable storage of captured pollutants.

The design also allows for easy inspection and unobstructed maintenance access. With comprehensive lab and field testing, the system delivers proven results and site-specific solutions.



Vortechs™ (stormwater360.co.nz)

Our People

Ō tātou whānau





COVID-19

The 2021 financial year started with the country celebrating a drop to Level 1 after its first lockdown.

For Port Nelson, as an international maritime border there was little relief as protecting the Port team and the community from COVID-19 was and continues to be an essential part of our operation.

"Port Nelson's continual focus was to ensure the safety of our community and our people by stopping COVID-19 entering through our critical border," comments Shelley Spencer, General Manager of People and Safety. "In addition to maritime regulations and operating guidelines, the Port established its own set of COVID-19 golden rules which essentially meant that our team at the border were working in alert level 3 and 4 conditions for the full year."

"We also facilitated COVID-19 testing on-site for around 100 of our frontline border workers. Our team did an outstanding job complying with changing government regulations."

"Port Nelson's continual focus was to ensure the safety of our community and our people by stopping COVID-19 entering through our critical border"

The new 'normal' for Port Nelson was quickly adopted and the team showed their flexibility and resilience throughout the year as alert levels changed and the risk of community transmission increased throughout regions in New Zealand.

COVID-19 vaccinations were a welcomed advancement at Port Nelson in March 2021. In conjunction with Nelson Marlborough District Health Board, the Port facilitated the first COVID-19 vaccinations in Te Taihū. Marine Pilots Shaun Chase and Dean Hardman, two of our critical border workers, were first in line for vaccinations. Shaun Chase commented on the need for the vaccine, given pilots and stevedores have to board international ships to do their critical jobs.

"It's probably not so much safer for us but certainly for others around us – there's that pressure on ourselves that when you're sick, you're sick, but exposing other people to it who'll then go home to their families, that's always been a big concern."



→ Safety Culture

Embedding a safety culture at the Port and ensuring safety becomes 'business as usual' is a key factor for our team to go home safely.

A continued focus on critical risks and on Port people reporting to improve has seen reductions in high-risk incidents and serious injuries at the Port.

Lost Time Injury Frequency Rates

A focus was placed on significantly reducing Lost Time Injury Frequency Rates (LTIFR) across the Port, specifically in the Port's Stevedoring area. The impacts of COVID-19 and shipping volatility had been felt throughout all Ports in New Zealand and keeping the team refreshed and focused on safety was and continues to be critical.

In the Port's Stevedoring team in June 2020, the LTIFR was 5.13.

To reduce this rate, the Port created a strategy to increase awareness of the impacts from time off work and the personal consequences of an injury. Our long-serving employees including health and safety representatives supported this strategy by sharing videos and experiences to all our Stevedores explaining the incident that led to the injury, what state of mind they were in, and what they would do differently. They also discussed the impact of having time off work from an employment perspective and most importantly the impact it had on their home life and their families. Discussions were encouraged during this time in daily toolbox sessions and the key message of 'Look up and look down' was a key focus.

This resulted in a reduction of approximately half by the end of June 2021 to a LTIFR of 2.59.



91.2%

Agree/strongly agree
with statements

Safety Pulse Check

A key component to a high-level safety culture is receiving feedback from our teams to find out what is going well, what can be improved, and measure the safety engagement of our people.

In August 2020, the Port conducted a Safety Culture Pulse Check consisting of 8 key questions for Stevedoring and Marine due to these areas being high risk. The results of this pulse check are as follows:

Safety Question	Results
I feel trained and capable to safely perform my role at PNL	97% stated agree or strongly agree
I feel like my safety matters at PNL	95% stated agree or strongly agree
I'm made aware of safety issues that affect our operation	95% stated always or regularly
My Supervisor / Foreman / Manager ensures I do the work safely	87.5% stated always or regularly
PNL has created a learning environment as a result of event reports I have put in	67.5% agree or strongly agree
"A "near-miss", or a "near hit", "close call", or "nearly a collision", is an unplanned event that has the potential to cause, but does not actually result in injury, environmental or equipment damage or interruptions to normal operations."	99% agree or strongly agree
The above definition helps me to know what a near miss is	
I feel OK to stop work if I think it is unsafe	91% agree or strongly agree
(Stevedoring only) Pre-start toolbox is an effective way to communicate safety information	98% agree or strongly agree

What does this mean?

Overall, the Safety Pulse Check came back with positive results with an average of 91.2% that agree/strongly agree with statements. This is a real credit to managers/supervisors, health and safety reps, and our health and safety team.

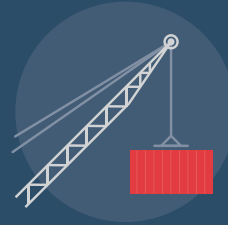
Key areas for improvement were identified and feedback was taken on board to create action plans for each area.

Critical Risk Reviews



Traffic

Light Vehicle impact between object or pedestrian



Stored Energy

Uncontrolled release of an object or energy



Heavy Mobile Plant & Equipment

Heavy Plant impact between object or pedestrians



Working on or Near Water

Risk of drowning, crush, hypothermia, or injury



Working at Heights

Falling from height resulting in a hard surface impact



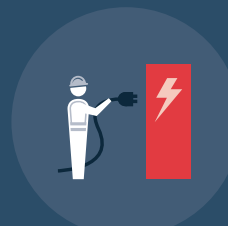
Unsafe Atmosphere or Substance

Oxygen deficient or hazardous atmosphere/environment

Critical risks define aspects of Port Nelson's operations that could have the potential to cause a fatality.

In the 2021 Financial Year, Port Nelson's critical risks were reviewed with key stakeholders across the business and updated. Critical risk verification reviews, an improvement review process, were implemented to ensure the controls the Port has in place are working, and if not, improve and add new ones. This year the Port conducted 44 verification reviews.

A key part of critical risks mitigation is training and engagement. The Port has a responsibility to ensure its workers have a clear understanding of the critical risks associated with their work as well as the associated controls. New collateral was created to identify the



Electrical

Exposure to unsafe electrical installations

critical risks and an engagement plan was developed focusing on one critical risk per month, allowing for deep-dive discussions in weekly meetings across the Port. Online training on critical risks was developed and is being completed by everyone at PNL, including our Board of Directors.



Team Profile:

Stevedoring

One of the hero teams for Port Nelson throughout this COVID challenge has been our Stevedores. These are the men and women who take responsibility for the loading and unloading of vessels.

Port Nelson has been providing stevedoring services for over 30 years. The Port differs from a number of other New Zealand ports by providing in-house stevedoring. The drivers for Port Nelson's strategy are the need to have security of service at a 24/7 tidal port with the degree of cargo volume fluctuations experienced at Nelson, as well as ensuring a competitive service for the region's exporters.

"In COVID times most of this team have been on the fortnightly COVID testing regime. All will be vaccinated post 30 September 2021."

The Port Nelson Stevedore team has over 100 people. All of the team are highly trained. The services provided by the team range from operators of \$9 million Liebherr cranes weighing 580 tonnes, to operators in container moving plant or log moving plant, to members lashing containers and logs to secure them for an ocean voyage.

In COVID times most of this team have been on the fortnightly COVID testing regime. All front-line border workers must be vaccinated post 30 September 2021.

So next time it is a wet windy night and high tide, spare a thought for our Stevedore team who will be out there moving the region's cargo and keeping its prosperity growing.

Our Community

Tō tātou hāpori



Engaging with our community

Port Nelson engages with our Te Taihū community through sponsorships, events, port tours, and transparent communications.

As part of Tuku 21 Whakatū Heritage Month, the Port held Port Nelson's heritage day - 'Looking back at the Port's Proud Legacy'.

Visitors to the Port Nelson heritage day discovered the history of Port Nelson at the Port's pop-up museum showcasing the Port's fascinating history of over 170 years. The historical exhibition which showed the Port's history from early settlement to present day also included historical items and original photographs collected by the Port over the years.

Visitors also booked out 4 port tours which operated throughout the day with commentary from Port Nelson hosts including Port Nelson's Chief Executive, Hugh Morrison.

Hugh shared the significance of the Port as a vital hub for the region's economic activity and the importance of holding open days to connect with the community.

"The Port open days are important as they allow the community to connect with their Port and understand the significant role it plays in the region and beyond. The Port's Heritage Day is about recognising the legacy of the Port, and the significant investment that has gone into making it 'the gateway to the world' we can all be proud of."

The Port's heritage day was held as a replacement to Port Nelson's open day which was unable to be held due to COVID-19.

The Port also released its new mobile-friendly website. The Port's website is popular with the Te Taihū community for tracking harbour conditions and viewing the Port's webcams. With a focus on transparent communications with the Port community, the Port placed a focus on creating a website with a dedicated newsroom area to enable the community to stay up to date with information from the Port.

"The historical exhibition which showed the Port's history from early settlement to present day"

Community Sponsorships

In the 2021 financial year, the Port continued its support of the Te Taihū region by contributing \$109,000 to various community organisations and initiatives. The Port's areas of focus for sponsorship are:

A.



Improving our environment and community

- PNL has a responsibility to care for the safety of the sea as it connects to the Nelson community and for the community as it connects to the sea. This responsibility translates to supporting environment and community activities related to the sea
- Support community events and charities that strongly reflect the Port's key platforms, reach a wide audience and have effective profile for PNL

B.



Driving innovation and efficiency through the supply chain

- Promote connection of businesses and communities that support a top of the South Island, Te Taihū association
- Encourage business innovation and excellence particularly in the export sector
- Support industries that align with PNL's business growth initiatives

C.



Building and keeping safe a high performing team

- Support PNL staff to sustain their wellbeing

Port Nelson's Sponsorship Recipients:

- Tasman Mako
- Institute of Directors
- Marine Farming Association
- Port Nelson Export Hub (Nelson Tasman Chamber of Commerce)
- Marlborough Wine Show
- Top of the South Forestry Awards
- Sealord Marine Rescue Centre
- Port Nelson Fisherman's Association
- Port Nelson Charity Golf Tournament (LifeLine)
- Nelson Triathlon & Multisport Club (PNL Sea Swims)
- Friends of Motu Manuka (Haulshore Island Predator Control Programme)
- Te Ramaroa (Light Nelson)
- Nelson Bay's Youth Team Racing Association
- Brook Sanctuary
- Cable Bay Community Snorkel Event
- Hearing Nelson
- Nelson Surf Life
- Talisman Navy Cadets
- MOvember
- Special Olympics Basketball
- Port Nelson Staff Fund



Spotlight:

Hearing Nelson: Dangerous Decibel Workshops

Port Nelson began sponsoring Hearing Nelson in 2020 to enable the roll out of 'Dangerous Decibel Workshops' in primary and secondary schools throughout Te Taihū.

The workshop highlights the risks associated with hearing loss in young people and how to preserve their hearing through self-regulation. The interactive workshops create awareness of how easy it is to damage the tiny hair cells within the inner ear. For example, a speaker can be 115 decibels which means that you would only be able to listen 15 seconds a day before damage occurs.

Port Nelson places a high priority on hearing loss due to the risks associated with working in a Port environment. As part of the sponsorship arrangement, Hearing Nelson will be delivering workshops to all teams at the Port.

Tracy Dawson, Hearing Nelson's Education and Communications Manager comments on the support of Port Nelson, "the sponsorship that Port Nelson provide for Hearing Nelson is vital and enables focused effort on educating young people about the

15

Seconds a day at
115 decibels can
cause damage

long-term consequences of exposing themselves to loud noises, in particular listening to loud music through headphones. Without this sponsorship the Dangerous Decibel workshops to schools and colleges would not take place."

Port Nelson will continue to sponsor the Dangerous Decibel Workshops into the 2022 financial year.

"Port Nelson places a high priority on hearing loss due to the risks associated with working in a Port environment. Hearing Nelson will be delivering workshops to all teams at the Port."



Supporting the local marine cluster

A project to redevelop Nelson's slipways was confirmed in the year. The project confirmation is a result of a number of years of effort by central and local government, the marine industry, and Port Nelson.

The primary funders of the project are Port Nelson and the Provincial Growth Fund (via the Infrastructure Reference Group). Supporting funders are Aimex Ltd, a leading force in our marine sector, and Nelson City Council. The funding will go towards the upgrade of the Slipway facilities to enable an increase in the number of vessels that can be slipped and ensure that slipping activities have improved environmental protection measures.

Nelson has the largest fishing fleet in Australasia and has also built up one of the leading marine engineering clusters in the country. The provision of modern slipping facilities is an essential activity which underpins the survival of the engineering and fishing clusters. The increased capacity of the new slipping facilities will lead to the retention of high-skilled engineering jobs in Nelson/Tasman.

The project involves the redevelopment and improvement of services delivered from the two existing slipping operations located at Port Nelson, the Calwell

"The increased capacity of the new slipping facilities will lead to the retention of high-skilled engineering jobs in Nelson/Tasman."

Slipway and the Nelson Slipway. The Calwell Slipway efficiently slips vessels of 2,400 tonnes to 300 tonnes. The Nelson Slipway slips vessels less than 120 tonnes.

Hugh Morrison, CEO of Port Nelson, comments on the development of the project. "The new project will redevelop the Nelson Slipway area to create finger wharves which allow a new marine travel lift to operate, having a capacity of approximately 400 tonnes. The facility will include a new environmental treatment facility for waste from vessel cleaning operations, as well as enable contaminated silts to be removed from the harbour basin adjacent to the slipways." Larger vessels will continue to be serviced on the Calwell Slipway.

The Port acknowledges its project partner Aimex for initiating the idea and the support of the Te Taihū community for the redevelopment so far. "Aimex initiated this idea some time ago after seeing the need to sustain and grow the whole marine engineering industry across Nelson and Tasman. This project has also received a huge amount of support from the Mayors of Nelson and Tasman, the Nelson Regional Development Agency, and the Nelson Tasman Chamber of Commerce."

The total value of the project is \$14 million. Design has already commenced on the new facility and completion is expected within two years.

Our Shareholders

Ō tātou kaiwhapānga



Building Resilience

Planning for the future is critical for Port Nelson. Most recently, COVID-19 and the Kaikoura earthquake showed us just how important the planning process is for large-scale events that can have catastrophic impacts on operations.

The Port's Resilience Project which started in 2018, focuses on potential catastrophic events and the Port's ability to minimise the impact of each event. The Resilience Project will also create a strategy to enable operations to resume as quickly as possible from an infrastructure point of view.

The project will focus on the impacts from severe earthquakes, tsunamis, as well as rising sea levels. The Resilience Project started with assessing the reliability of the reclaimed land that the Port is built on. Allanagh Rivers, General Manager of Environment and Infrastructure, comments on the project's next steps.

"Geotechnical engineers assessed the ground to understand its ability to withstand a major earthquake of magnitude 8 or higher. We now understand how the ground will move and where the most movement will be experienced. We will be designing and installing ground improvements to prevent land movement in key operational areas."

Another critical part of resilience planning is working with the Port's customers throughout the supply chain and with both Nelson City Council and Tasman District Council, to understand their needs and how each organisation can help the other ensure operations resume quickly throughout the region. The Port will also actively work with local iwi for any decisions impacting land and water.

In addition to resilience planning, the Port is focusing on the Port's Emergency Response Plan (ERP). COVID-19 highlighted how critical pre-planning is for major events. Over the past 12 months, key stakeholders in the business participated in a Coordinated Incident Management Course (CIMS). The CIMS Structure provides the framework for managing emergencies at the Port.



“The vision for the precinct is to attract companies from a variety of sectors who will work together to provide solutions to some of our most pressing challenges in science and research, information technology, software development, health, agritech, and aquatech.”

Above: Cawthron Institute CEO Volker Kuntzsch, Mayor of Nelson Rachel Reece and Port Nelson CEO Hugh Morrison at the Proposed Science and Technology precinct site

Science and Technology Precinct

A new Science and Technology Precinct will be a world-class place for innovation and business in the Te Taihū region.

The precinct will further augment Nelson’s leading position as a location for value-add companies working in the science and technology sectors and is supported by Port Nelson, Cawthron Institute, and Nelson City Council.

Port Nelson CEO Hugh Morrison says the vision for the precinct is to attract companies from a variety of sectors who will work together to provide solutions to some of our most pressing challenges in science and research, information technology, software development, health, agritech, and aquatech.

“Our vision is for an environmentally sustainable precinct, including collaborative workspaces and shared amenities such as conference facilities. With innovation as a key theme, the space will accommodate food and beverage outlets, open spaces, and provide

a park-like environment. The precinct will enhance the connection to the city centre via the Maitai River walkway and cycleway,” said Mr. Morrison.

Cawthron Institute has recently confirmed its intention to relocate its existing laboratories from Halifax St East to the precinct located at 8 Vickerman Street.

Mr. Morrison said the involvement of Cawthron Institute in the precinct, with its 100 years of delivering world-class science, will blaze a trail for a range of national and international tenants.

The first phase of the precinct development, the construction of the new Cawthron laboratories, is expected to begin in late 2022. A Masterplan design competition will take place later in 2021 to establish the vision for the precinct development.

“The precinct will enhance the connection to the city centre via the Maitai River walkway and cycleway.”



Governance

Director changes

Paul Zealand was appointed as a Director on 1 July 2020, concluding 30 June 2023.

Phil Lough retired as Chair on 16 September 2020, the date of the Annual General Meeting.

Geoff Dangerfield was appointed as Chair on 16 September 2020, the date of the Annual General Meeting.

Board as at 30 June 2021

Geoff Dangerfield (Chair)

Bronwyn Monopoli

Tony Reynish

Kim Wallace

Jon Safey

Paul Zealand

Meeting Attendance	Board	Finance & Risk	Remuneration & Appointments
Meetings held	10	5	2
Phil Lough	3		
Kim Wallace	10	5	
Bronwyn Monopoli	10		2
Tony Reynish	9		2
Geoff Dangerfield	10	5	
Jon Safey	10		2
Paul Zealand	10	5	

Directors



Geoff Dangerfield

Geoff has a background in transport infrastructure and economic development. He is a former CEO of the NZ Transport Agency and was previously CEO of the Ministry of Economic Development. He currently holds a number of governance and advisory roles in the public and private sectors. He has an MSc in Resource Management, is a Fellow of the Chartered Institute of Logistics and Transport and is a Companion of the Queen's Service Order. Geoff currently serves as Chair of the Port Nelson board.



Kim Wallace

Kim Wallace is a Christchurch-based professional director and consultant. She was appointed to the Port Nelson board in 2017 and is Chair of the Finance and Risk Committee. Additionally, Kim serves on the boards of Origin Capital Partners and AgResearch plus Chair of Christchurch City Council Assurance and Risk committee and member of Ministry of Primary Industries Risk and Assurance committee. Previously Kim held finance roles in the global dairy industry including positions in New Zealand, Australia, Germany and USA.



Bronwyn Monopoli

Bronwyn is an Associate Principal of Findex NZ Limited, specialising in rural business accounting services, taxation and business advice. She brings a wealth of governance experience to her role and is currently a director of a number of companies and trusts. Bronwyn's qualifications include a Bachelor of Agricultural Science, Bachelor of Business Studies and an Honorary Doctorate in Commerce from Massey University. She is a fellow of the New Zealand and Australian Institute of Chartered Accountants and a chartered fellow of the New Zealand Institute of Directors. She holds the award of MBE (Civil Division) for services to business management. She was also inducted into the Nelson Tasman Chamber of Commerce Hall of Fame in 2012. Bronwyn currently serves on the Remuneration and Appointments Committee as part of the Port Nelson Board.



Jon Safey

Jon Safey is a Nelson based Professional Director and Consultant. Jon currently serves as an advisor to Nippon Suisan Kaisha, a 50% shareholder in the Sealord Group. Jon has had an extensive career in exporting primary products from New Zealand, starting in the Dairy sector and to date in the fishing industry. Jon is currently Port Nelson's Remuneration and Appointments Committee Chair.



Paul Zealand

Paul Zealand joined the board on 1 July 2020 and is currently a Director of Genesis Energy and Refining NZ in New Zealand and Lochard Energy in Australia. Paul's prior executive experience includes Country Chairman for Shell in New Zealand and Upstream CEO for Origin Energy. Paul currently serves on the Finance and Risk Committee as part of the Port Nelson board.



Tony Reynish

Tony is a former senior executive of the Port of Tauranga with 30 years of experience in port developments, property, and commercial contracts. He currently holds a number of directorships in port-related companies. Tony was appointed to the board in November 2014.



Our Senior Management Team
left to right: Julie, Allanagh, Matt,
Hugh, Jaron, Daryl, Shelley

Directory

Board of Directors

Geoff Dangerfield (Chair)
Brownyn Monopoli
Tony Reynish
Kim Wallace
Jon Safey
Paul Zealand

Secretary

Daryl Wehner

Senior Management

Hugh Morrison
Chief Executive Officer
Daryl Wehner
Chief Financial Officer
Matt McDonald
General Manager Operations
Shelley Spencer
General Manager People & Safety
Allanagh Rivers
General Manager Environment and Infrastructure
Jaron McLeod
General Manager QuayConnect
Julie Waghorn
Executive Assistant

Registered office

8 Vickerman Street, Port Nelson
Nelson 7040, New Zealand
(03) 548 2099
info@portnelson.co.nz
www.portnelson.co.nz

Auditor

Audit New Zealand (on behalf of the
Auditor-General)

Solicitors

Pitt & Moore, Barristers and Solicitors
PO Box 42, Nelson 7040
Simpson Grierson, Barristers and
Solicitors PO Box 2402, Wellington
6140

Bankers

Westpac Banking Corporation
PO Box 643, Nelson 7040

“The last few years have continued to remind us that many of the region's exports reflect the incredible growing environment we have for primary produce.”



