

Statement of Corporate Intent

For the period ending 30 June 2029





Tihei Mauri ora.

Me mihi whakawhetai ki te Runga Rawa nāna nei ngā mea katoa.

Ngā mate, kua wehe atu ki te pō, haere ki te Pūtahi nui o Rehua, haere ki tua o Paerau, haere ki te okiokinga, haere, haere, haere.

E ngā mana, e ngā reo, e ngā lwi, e rau rangatira mā, huri noa ngā tāngata katoa e noho ana i Te Waka O Aoraki, tēnā koutou katoa. Me mihi hoki ki te Mana Whenua o Whakaraupō me Ngai Tahu whanui.

Kā mihi nunui ki ngā kaimahi hei mahi nui i a rā, i a pō, i te Kamupene Whakaraupō. Mā te whiritahi, ka whakatutuki ai ngā pūmanawa ā tāngata!

Ka nui o ngā wero i ngā tau, ā ko te tautoko i te rangai te tino aronga mō te Kamupene Whakaraupō. Ka nui te mihi i ō mātou hoa me ngā kaupakihi mō tō ratou manawaroa, manawanui hoki i runga i ngā piki me ngā heke o te wā.

Ka mahi tahi te Poari me ngā Kaimahi o Te Kamupene Whakaraupō ki te whakatinana i ngā moemoea me ngā wawata o ngā tangata e noho ana i konei.

**Ko to mātau kāinga tēnei.
He rere ke, he tangata auaha.
He angitu, he mea pai mo Te Waipounamu.
Kia toitū te taiao mo ake tonu atu.
Whakaraupō! He wāhi mo te katoa.**

Give praise and thanks to that which is the source of everything.

To those passed on, departing to the constellation of the stars, travel to the place beyond, go to your resting place, farewell, farewell, farewell.

To all people, all speakers, all the chiefly speakers, all groups who live in the South Island. Greetings to you all. We acknowledge Mana Whenua and their tribal authority in Lyttelton harbour South Island.

We recognise the important work that our staff manage, day and night at Lyttelton Port Company. Collectively weaving the realisation of potential!

It has been a challenging time over the years and supporting the sector has been a major focus for LPC. We acknowledge and thank our partners and businesses for their resilience and responsiveness as we navigate through these uncertain times.

The Board and staff of Lyttelton Port Company are working together to support the visions and aspirations of all those who live here.

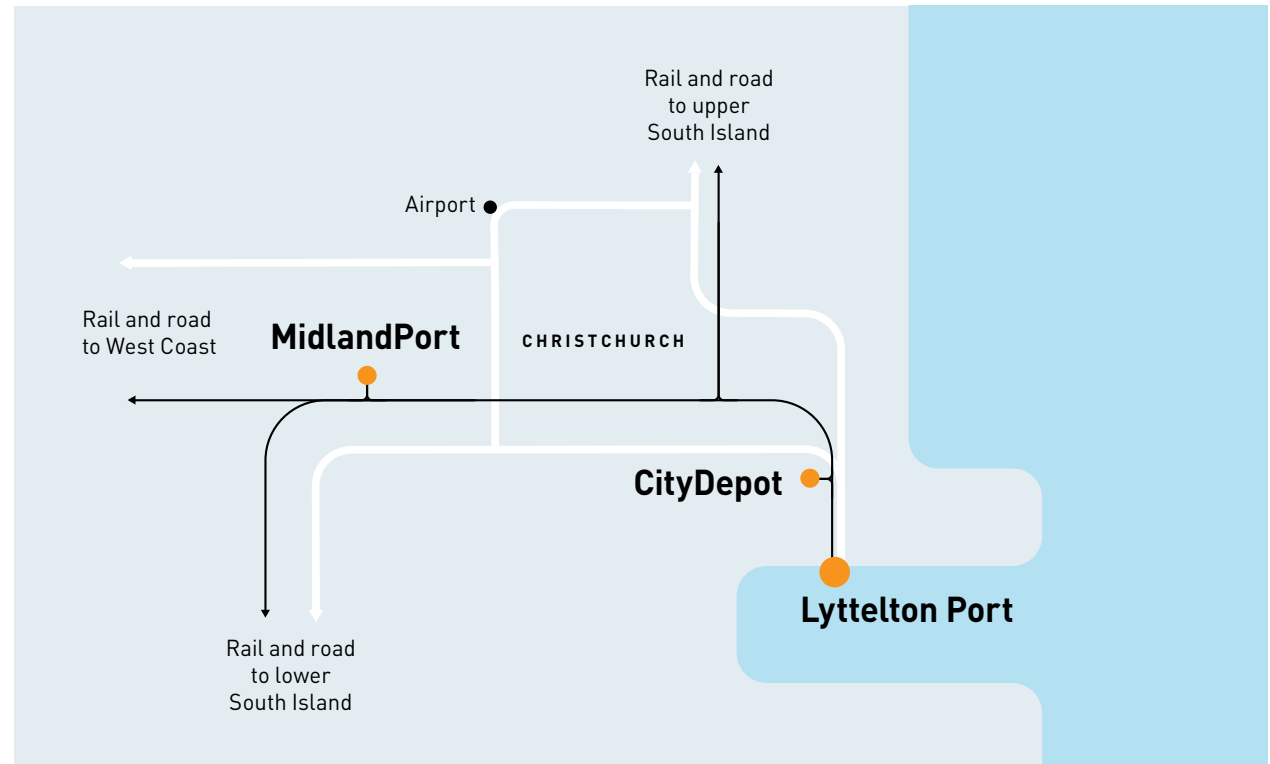
This is our homeland.
We are its diverse and innovative people.
Driving opportunity, enterprise and prosperity for the South Island.
Building a legacy of sustainability for the environment and the future.
Lyttelton Harbour a place for everyone.

Introduction

The Statement of Corporate Intent (SCI) sets out for Lyttelton Port Company Ltd (LPC) and its subsidiaries the objectives, nature and scope of its activities. It also sets out performance targets and other measures by which the performance of LPC may be judged in relation to its objectives and other requirements.

Lyttelton Port Company (LPC) is the largest port by container volume in the South Island and a vital part of New Zealand's supply chain. LPC plays a crucial role in the import and export trade, facilitating the direct shipment of South Island cargo to international markets and driving economic growth.

We aim to promote sustainable trade growth for Christchurch, Canterbury and the South Island. This requires boosting Port performance, securing long-term trade connections, expanding the port and developing the South Island Hub.



The process of negotiation and determination of the SCI is a public expression of the accountability relationship between the company and its shareholder.

This SCI covers the 3-year period from 1 July 2026 to 30 June 2029.

LPC is a port company governed by the Port Companies Act 1988, wholly owned by Christchurch City Holdings Ltd on behalf of the community. This SCI is prepared in accordance with LPC's obligations under the Act. LPC remains committed to meeting its principal obligation under s.5 of the Port Companies Act to be a successful business, while ensuring we are a good employer, environmentally responsible, take into account our impact on the community and operate safely and efficiently.

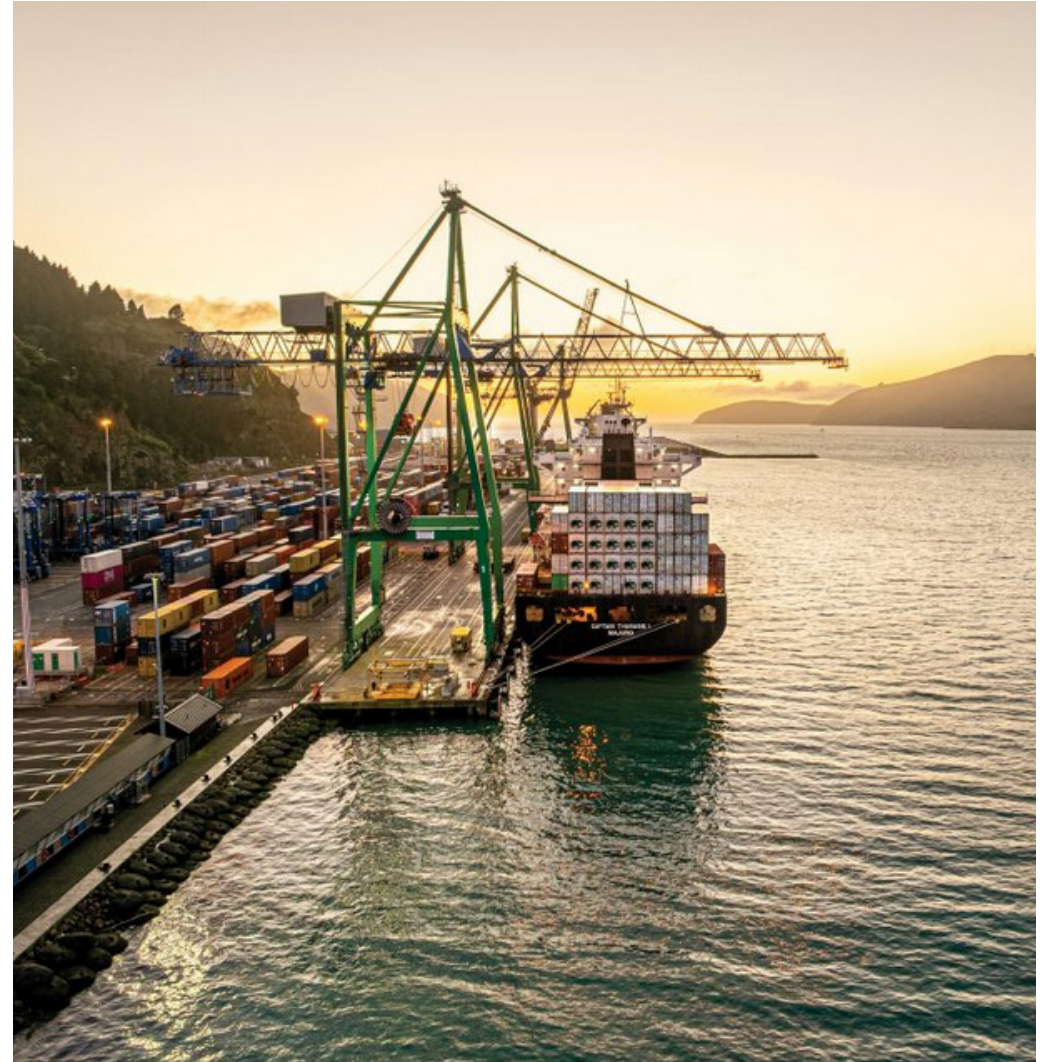
This SCI also draws on key aspects of integrated reporting, presenting our business strategy, business model and value chain. Each section of this report is linked to the various forms of capital we depend on for our success: financial, manufactured, human, social and relationship and natural.

We believe this framework lines up with the priorities that the Local Government Act 2002 lays out for Council-Controlled Organisations (although noting that LPC is a Port Company under the Port Companies Act 1988, not a CCO). We also believe it lines up with the Christchurch City Council's six strategic priorities as expressed in the 2024-34 Long Term Plan, and the Economic Ambition adopted on October 2023.

We also believe our framework lines up with CCHL's "four capitals" Integrated Reporting Framework. LPC is committed to supporting CCHL's Impact Programme and helping to deliver positive environmental, social and cultural outcomes for our region.

LPC has maintained and updated sustainability targets since the adoption of our first sustainability strategy in 2019. We have updated those targets, setting emissions targets in FY24 that aligned with the Science-based targets initiative and in FY25 adopted a Biodiversity Positive Roadmap.

We intend to continue this work in FY27 and beyond, ensuring that the Port continues to have a positive impact across all our capitals. LPC will do this while demonstrating our ongoing focus on strong financial management, fiscal constraint and delivering a fair return to our shareholder.



Our Strategy

Vision

To be New Zealand's most sustainable and innovative maritime gateway, enriching our communities and driving economic prosperity.

Purpose

To facilitate the growth of trade for Christchurch, Canterbury and the wider South Island.

Strategy

Profitably, safely and collaboratively deliver an efficient import and export maritime gateway using the ability to expand our already unique infrastructure capacity, connected landside supply chains, improved systems and technology. This will be driven by a performance culture.

Our vision: to be New Zealand's most sustainable and innovative maritime gateway, enriching our communities and driving economic prosperity.

Central to our vision is the understanding that our people's commitment, dedication and expertise is vital in enabling LPC to enhance local communities and foster economic prosperity.

We are committed to developing a profitable Port that can handle the projected volume growth and is sustainable in the long term while delivering value to our shareholder and our region's people.

LPC is dedicated to environmental protection and actively participates in Whaka-Ora, which aims to restore the ecological balance of Whakaraupō Lyttelton Harbour.

LPC is focused on future developments and the South Island Hub strategy.

The Te Awaparahi Bay reclamation project is an important initiative for the Port and the wider Canterbury and South Island economies. The expansion aims to develop a deep-water berth to accommodate large container ships.

Expanding Port facilities is essential to meet the growing demands of New Zealand's supply chain.

LPC's infrastructure serves Christchurch, Canterbury and the South Island, requiring strategic upkeep and development. We aim to enhance social capital by creating lasting value for our communities.

Key Themes



Sustainable Profitability Financial Capital

We will deliver sustainable profitability that enables LPC to deliver customer, cultural and commercial excellence while providing a fair return to our shareholder.

Material issues

- Sustainable financial performance
- Business continuity planning
- Sustainable funding for growth

SDGs



Whanaungatanga Human and Intellectual Capital

We will build relationships at LPC through shared experiences, working as one LPC team where everyone feels they belong and can contribute to building a stronger LPC whānau together. We will achieve this through improved safety, a cooperative approach to employee relations, staff development and the management of talent.

Material issues

- Health, safety and wellbeing
- Culture and values
- Future of work
- Employee attraction, development and retention

SDGs



Infrastructure for the Future Manufactured Capital

We will ensure LPC has the right infrastructure it needs, at the right time and at the right cost to deliver sustained profitability and growth.

Material issues

- Infrastructure investment
- Efficient allocation of Port space
- Asset management

SDGs



Manaakitanga and Kaitiakitanga Social and Relationship Capital Natural Capital

We are committed to contributing positively to our communities and working in partnerships to value and protect the natural environment. We are focused on addressing climate change, delivering a positive effect on biodiversity, and waste minimisation and avoidance.

Material issues

- Communication and relationship management
- Collaboration and partnerships
- Industry engagement
- Social licence to operate
- Biodiversity
- Environmental and community impacts

SDGs



Outputs FY25

Capitals	Inputs	Underlying NPAT	Total NPAT	Material issues	Outcomes	Work-ons
Sustainable Profitability 	- Banks - CCHL - Retained earnings - History of investment	\$25.2m +63%	\$71.6m	- Sustainable financial performance - Business continuity planning - Sustainable funding for growth	Profit and loss <i>Sustainable profitability:</i> Returning a dividend for our shareholder and the people of Canterbury. Facilitating over \$10b of two-way trade and the creation of employment in our region.	- Return on equity - Profitability - Efficiency
Whanaungatanga 	- Our team - Unions - Expertise - Skills - Development	Exports \$7.58b +0.3%	Imports \$6.38b +1.0%	- Health, safety and wellbeing - Culture and values - Future of work - Employee attraction, development and retention	Jobs and employment <i>Whanaungatanga:</i> Creating a safe and inclusive workplace where everyone feels they belong and can contribute to building a stronger LPC whānau together.	- Health and safety culture - Workplace culture - Diversity - Onboarding
Infrastructure for the Future 	- Assets - Infrastructure	EBITDA \$63.4m +21%	Containers 431,556^{TEU} -3.7%	- Infrastructure investment - Efficient allocation of Port space - Asset management	New infrastructure <i>Resilient infrastructure:</i> Creating and maintaining long-term assets to support the region's economy and future demand.	- Asset management - Digital systems - Future planning
Manaakitanga 	- Partnership with mana whenua - Community - Whakawhanaungatanga	Imports  Fuel 1,079,515t +4.4%	Exports  Logs 385,500t -2.3%	- Communication and relationship management - Collaboration and partnerships - Industry engagement - Social licence to operate	Community initiatives <i>Business for good:</i> Being a good neighbour that is responsive to our community's needs. Supporting and growing community initiatives and continuing our commitment to partner with mana whenua to achieve our shared objectives.	Noise mitigation
Kaitiakitanga 	- Whakaraupō, Lyttelton Harbour - Areas set aside for restoration including Port Saddle and Gollans Bay - All renewable and non-renewable environmental resources	 Cars 35,233 +3.0%	 Coal 1,151,035t -9.4%	- Social licence to operate - Biodiversity - Environmental and community impacts	Biodiversity improvements <i>Biodiversity and climate action:</i> Achieving a net positive effect on biodiversity. That means we're working to actively improve biodiversity rather than maintaining the status quo as well as biodiversity protection and regeneration and climate change action.	- Carbon reduction - Community engagement - Waste minimisation
		 Cruise 71 vessels	Other vessels - Antarctic research vessels - Military vessels Dry Dock Only civilian dry dock in New Zealand Recreational vessels 189 berths at Te Ana Marina			



Sustainable Profitability

Our purpose is to facilitate the sustainable growth of trade for Christchurch, Canterbury and the wider South Island. To do this, we must increase the profitability of the port, guarantee long-term trade connections for the South Island and ensure that LPC remains economically sustainable.

We are committed to ensuring that the port is able to handle strong projected growth in volumes, delivers a fair return to its shareholder and is sustainably profitable in the long term. We need to provide the infrastructure, services and connectivity that our customers require while ensuring good shareholder returns.

LPC has been focusing on delivering consistent improved returns on its asset base. Longer-term delivery of returns will require improved levels of profitability delivered through operational improvements utilising the best available technology and processes. Our goal remains being able to fund replacement capital, deliver growth and pay an acceptable dividend to our shareholder.

Crucial in meeting our financial and shareholder obligations and expectations is our continued focus on operating safely, efficiently and sustainably. We must focus on our efficiency and reliability to ensure port operations provide customers with the service they need, delivered cost-effectively and utilising best practices and technologies. Continued evolution and innovation in service delivery and product pricing will form a core part of our work over the period.



Our services are critical to the success of a diverse range of exporters and importers, and consequently, the lifestyle and prosperity of all people living in the South Island. As a critical blue water hub we support an integrated network of ports providing value to the wider NZ Inc economy. The Port is proud to support thousands of jobs and the creation of billions of dollars of wealth.

We are dedicated to delivering operational excellence, optimising the use of LPC's infrastructure assets and developing infrastructure at the right time and at the right cost to deliver sustained profitability and growth.



Profitable and financially sustainable

- LPC continues to develop initiatives to increase our profitability. We will have a strong focus on sustainable financial performance, fiscal restraint, increased returns and delivering prosperity to our region.
- We have an emphasis on effective cost control, productivity and revenue optimisation. We continue to focus on cost reduction through decreasing fixed costs, exercising restraint, reducing overhead costs and prudent price increases to reflect the cost of delivering services and ensuring the provision of future fit infrastructure.
- We will continue to invest in sustainable productivity enhancing technologies and processes.
- LPC monitors its current and forecasted debt levels on a regular basis. LPC ensures that it has enough debt headroom to meet all of its financial obligations and enable capital investment back into the company. This is balanced against shareholder requirements for dividend certainty over the short and medium term, and we recognise our shareholder's requirement to deliver real growth in dividends over a 10-year planning period. We also maintain an approved facility to act as a contingency in

the case of unforeseen threats to business continuity which we consider an important protection for the operation of critical infrastructure.

- We have expanded our non-financial reporting through the recognised standards of integrated reporting. We are also focused on other non-financial measures such as remuneration (for example, gender and other internal differentials). LPC will continue to align with best practice environmental reporting standards and closely integrate those alongside our financial measures.
- LPC will exercise continued careful discipline around capital expenditure control over the period. Capital investment will be justified and prudent and subject to appropriate levels of scrutiny, testing, and approval escalation, ensuring the right balance between maintenance and growth of assets and acceptable dividend levels for our shareholders.

Great connectivity to the South Island and global markets

- LPC will continue to invest in new equipment, technology and infrastructure to meet the evolving needs of our customers. We will focus on innovative methods of service delivery. LPC will continue to seek improved proven technology solutions to increase our productivity and service levels.
- LPC owns two inland ports, providing efficient and seamless options for importers and exporters transporting cargo within the region. We are focusing on increasing volumes through the inland port network, as well as delivering increasingly sustainable services through the modal movement of freight from roads to rail.

Maintain efficient and reliable port operations

- Our customers care about their cargo moving through our port and inland ports in an efficient way. We are focused on constantly improving the performance of our operations while ensuring:
 - all operations are focused on meeting customer needs
 - we use our labour as efficiently as possible
 - we develop and utilise innovative and disruptive technology.

Risk Management

- Managing risk spans all levels of governance, leadership and operations at LPC. Risk is managed under the LPC Risk Management Framework, which provides overall guidance and methodology.
- Annually, the Board reviews the appropriateness of organisation wide risk settings and confirms LPC's Risk Appetite Statement. This statement sets out the areas with little or no appetite for risk and provides guidance as to the expected mitigation responses from management when responding to and managing identified risks. This statement is published in our Annual Report.
- Risk is managed in the various business units, functions and departments across LPC. This period our focus is on achieving an enterprise-wide view of operational risks, ensuring their identification and management meets the expectations of the Risk Management Framework.

- Beyond risks that are owned within business units, the Board, the Audit and Risk Committee and senior management engage twice yearly in the identification and review of LPC's strategic risks. Mitigation of the strategic risks are developed and delivered by LPC management and staff. This period, prioritising the elevation of risk identification and management has seen the appointment of a Principal Risk Advisor who will take an increasingly lead role in assisting business units and the Board and Audit and Risk Committee in Risk Management practices
- As additional risk mitigation strategies we will ensure that appropriate business continuity planning is in place, critical incident management functions are maintained and reviewed and LPC's insurance portfolio and programme is fit for purpose.

Notes to the table

The dividends proposed below relate to the respective financial years. Cash timing differs as LPC typically pays an interim dividend during each financial year, and a final dividend after the end of each financial year.

This table excludes the Te Awaparahi Bay Terminal and Wharf Project as it is not approved at the point of publication of this draft.

Forecast volatility

LPC operates in a dynamic commercial environment, influenced by short, medium and long-term global volatility and uncertainties. LPC maintains a long-term plan and produces regular forecasts and best estimates of business outcomes for our shareholder and for group financial planning purposes. In the short term LPC provides quarterly, half yearly and annual forecasts. These forecasts are increasingly informed by the use of scenario planning to enhance longer term decision-making and resource allocation. The Board is required to balance competing demands on capital investment and operating expenditure, as well as manage debt to prudent levels.

Objectives	Key Performance Measures	Targets		
		2027	2028	2029
Financial	Revenue (\$m)	249	265	275
	TEU Volume (000)	452	464	475
	EBIT (\$m)	58.6	66.9	69.4
	EBITDA (\$m)	85.7	95.9	101.2
	EBITDA %	34.4%	36.2%	36.8%
	Net profit after tax (\$m)	36.7	42.1	43.3
	Shareholder funds to total assets	56.4%	57.6%	58.2%
	Interest cover ratio	7.4	7.9	7.5
	Debt (\$m)	264.0	250.5	256.6
	Equity (\$m)	497.8	516.0	538.1
	Debt/Debt + Equity	35.0%	33.3%	32.9%
	Return on Equity	7.6%	8.4%	8.3%
	Return on Total Assets	4.4%	4.7%	4.8%
	Dividend proposed (\$m)	15.4	19.3	21.3
	Dividend Return on Equity	3.1%	3.7%	3.9%



LPC's purpose to facilitate the growth of trade for Christchurch, Canterbury and the wider South Island is powered by building a safe, engaged, high-performing workforce that can deliver today and transition to tomorrow's operating models.

Our People

We are preparing for the future of work through workforce transition (skills, roles, scheduling), modernised training (competency profiles, verification of competency, safe work methods and standard operating procedures), and preparing for future technology through a robust change and engagement layer.

LPC is enhancing today's operations through continuing to lift safe production, reduce lost time injury, stabilise rostering and pay integrity, and improve manager capability in performance and rehabilitation.

To build our culture and the trust of our employees, our focus is to embed leader-led engagement, maintain good-faith industrial relations and structured bargaining, and make diversity, equity, inclusion and belonging visible in recruitment, development and policy.

Performance Culture

Embedding a consistent, measurable performance culture— objectives and key results linked to enterprise key performance indicators and benchmarks, coaching for high performance and safety, and fit-for-purpose organisation design – is a key priority. Focus areas include manager capability, role clarity, and accountability for results in productivity, safety and cost.

Collaborative Relationships

In FY27 we will continue to operationalise the refreshed approach to collaborative employment relations and problem solving, maintaining good-faith consultation, and using interest-based methods to resolve issues while we consider structural and work-design changes required for the future operations of the Port.

Our focus will be:

- Delivering the 2026 bargaining cycle and also variation/consultation programmes that support productivity improvements and workforce transition.
- Pragmatic sequencing of bargaining/ variations, joint problem-solving and work design



Operational Initiatives

We will deliver targeted People and Capability Team support for enterprise programmes: Future port operations, security management, workforce planning, and digital enablement.

Our focus will be:

- Workforce planning to include role structures, skills pathways, redeployment and training streams, and change impacts by cohort.
- Capability building, competency profiles for new terminal roles, multi-year training wave plan through our LearningHUB; build resource development capacity to author assessments and e-learning at scale.
- Strengthening manager accountability for rehabilitation and lost time injury management with clear process, training, and dashboards.

Build Internal Capability

In FY27 we will stand-up a whole-of-business training and competency system (policy, scheme, learning management system, assurance) and deliver talent mapping to fill critical roles, especially in operations and future automated terminal modes.

Our focus will be:

- Embedding the Training & Competency Management Scheme, with line-owned accountability and People and Capability assurance (auditing and reporting).

- Embedding the learning management system, completing business unit competencies, making reporting enhancements, training coordinators & managers; moving all mandatory & business unit role profiles to LearningHUB with assurance of evidence.

Engagement

LPC will lift participation and engagement through leader-led action planning, values activation, and two-way feedback channels (including an employee consultation tool).

Our focus will be:

- Ensure leaders lead the engagement with the teams and champion the development of actions in response to surveys; restore Operations engagement via focus on leadership, values, DEIB drivers; stand-up and scale an Employee Consultation Tool.
- With proactive employee engagement, develop and implement change management plans that drive faster adoption of new initiatives, reduce resistance and maintain morale throughout transitions

Diversity, Equity, Inclusion and Belonging (DEIB)

Our priorities will be to deliver the DEIB framework with a practical action plan (gender balance, Māori development, PRIDE & neurodiversity), close the gender pay gap over time, and strengthen Te Whakaroopu as our internal employee-led engine for inclusion.

Our focus will be:

- Continue to support and implement collaborative projects and initiatives across CCHL, such as the Impact programme and He Huanui

Optimise people and capability services

In FY27, we will align the People and Capability team structure to business performance goals, through the introduction of change management skills to the team, the automation of routine processes, the further enhancement of people data and trend reporting, and ensuring consistent compliance with legislative and policy requirements.

Measure	FY27 Target	FY28 Target	FY29 Target
Turnover (Total / CEA / IEA)	7–12%	7–12%	7–12%
Engagement (overall)	≥ 64 Participation ≥70%	≥ 65 participation ≥70%	≥ 66 participation ≥70%
Belonging / DEIB index	≥ 70	≥ 71	≥ 72
Female % (all staff)	≥ 15.3%	≥ 16.5%	≥ 17.0%
Gender Pay Gap (median)	≤ 14.4%	≤ 14.0%	≤ 13.6%
Safety Leadership Programme completion (leaders)	100%	100%	100%
Mandatory competency evidence completeness	≥ 100%	≥ 100%	≥ 100%
Entitled Leave Liability	< 10,000 days	< 9,700 days	< 9,400 days

Health, Safety and Wellbeing

Safety is our highest priority, and this extends to the wellbeing of everyone working or visiting an LPC site.

Reducing operational risk across all business activities remains a consistent focus, and LPC has a comprehensive Health and Safety programme to continue to strengthen safety accountability and advance broader Health, Safety, and Wellbeing initiatives. These are aligned with our strategic objectives of visible safety leadership, fundamental risk management, simplified systems, and wellbeing.

The strategic objectives are defined as:

Safety leadership

- All senior and operational leaders will complete a two-day Safety Leadership Programme.
- Operational leaders have specific Health & Safety KPIs with regular monitoring to achieve the required outcomes
- Leadership time In Field to complete and document Health Safety Interactions, Critical Control Checks & Planned task observations
- Direct collaboration with our PCBU's to monitor Health and Safety performance and assurance.

- Life-Saving Commitments reviewed and refreshed
- Safety innovations and adoption of technology opportunities.
- Safety recognition awards to reinforce positive safety behaviours.

Fundamental risk management

- Continued improvement in our management of our Assets including planned and reactive maintenance processes.
- Refreshed Safe Work Planning training and resources
- Refreshed Simplified Personal Risk Assessment Tool now incorporating Critical Risk and Key Controls
- Permit to Work and Authority to Work to be integrated into the LPC HomeSafe Safety Management System

Wellbeing

- Continue to deliver the LPC Fitness for Work programme and the LPC Health monitoring programme
- Refreshed Injury Management Processes
- Implement the Sustained Manual handling programme

LPC promotes workforce engagement and visibility of our leaders, accepting the responsibility to call out unsafe practices and behaviours to further reduction our operational risk.

Underpinning the Safety Leadership programme is our comprehensive Critical Risk Verification Review (CCVR), workshops. These Health and Safety led workshops are comprised of our people who do the work as well as their operational leaders. The focus of these workshops and review sessions is on Safe Production and how this is further enhanced.

The LPC Critical Risk Assurance Programme examines our operational safety performance against the three elements listed:

- Plant and Equipment
- Process
- People

The outputs of these workshops are owned by the CEO and result in actions assigned to operational business units which have tangible outcomes empowering our workforce, improving safety in the design and maintenance of plant and equipment, clarifying responsibilities and accountability and simplifying process to manage and mitigate risk.

Key Performance Measures	Targets		
	2027	2028	2029
Reportable injuries/incidents	0	0	0
Total recordable injury frequency rate (per million hours)	<9	<9	<8
Lost-time injury frequency rate (per million hours)	<9	<9	<8
Health and safety interactions per year	>1000	>1000	>1000
Senior Leaders Critical Control Checks	>600	>600	>600



Infrastructure for the Future

LPC's infrastructure is a shared asset for the entire region, owned by the people of Christchurch. The port is also of national importance as it is the largest port in the South Island, and is key to supporting ongoing growth and prosperity.

Strategic Long-Term Master Plan

We are currently developing a strategic long-term master plan for the port. The port master planning process is reviewing our capacity and considering development scenarios for the next 30 years. This will provide LPC with strategic development layouts including road and rail alignments, operational regimes, berth alignments, navigation aids, buildings, interfaces and other port functions and services defined, along with phasing and staging information. Key tenets of this long-term plan includes:

- All capital expenditure will be carefully scrutinised for affordability, and we will engage with CCHL on long-term capital planning to appropriately manage the capital requirements associated.
- Safety, sustainability and environmental management remain at the core of all future development projects
- Any new infrastructure will be delivered to meet capacity and customer needs in a timely way that is affordable and does not compromise shareholder value or returns.
- The work being driven by demand, and the programme being developed in a way that is affordable and delivers an appropriate level of return.

- Invest in our existing assets as appropriate.
- Digital systems to ensure we are able to meet customer and planning needs and run our business efficiently
- Scope will be continually monitored to ensure projects remain on scope, on programme and on budget

Te Awaparahi Bay Expansion

Thanks to the range of consents that came out of the Lyttelton Port Recovery Plan process, LPC remains in a good position to deliver critical national infrastructure needs in the future. All requisite consents are in place to enable LPC to meet projected volume growth over the next few decades, and as such we have also commenced the next stage of reclamation work in Te Awaparahi Bay and the design work for the new wharf and associated infrastructure.

The reclamation of Te Awaparahi Bay has been ongoing in phases since being first authorised by an Order-in-Council in July 2011. Sixteen hectares of reclamation, along with the engineered seawall for the new container berth, have already been constructed, and the full reclamation was consented in 2018.

During FY27 we will complete the next stage of reclamation that began in FY25, delivering another 7 hectares of Port land and enabling the future development of the Te Awaparahi Bay wharf and terminal, should it receive shareholder support.

The Te Awaparahi Bay expansion is vital to enable resilience for the Port in the event of another major seismic event, and to ensure that the Port can handle the volume demands of the Canterbury and South Island economy. It will be crucial to delivering the forecast container vessel berth requirements and accommodate the increased size of the vessels of the shipping companies by the early 2030s.

The future development of the wharf and terminal infrastructure associated with the new berth at Te Awaparahi Bay is a major capital investment, requiring approval at a shareholder level. The business case for the investment has been completed and approved by the LPC Board, and LPC is now working with CCHL on the next steps for approval of the project.

Strategic Asset Management

Our asset base consists of all manner of fixed and mobile port infrastructure and equipment and having a strong understanding of their capabilities and condition is critical to be able to ensure the port remains operational and that we can plan ahead for maintenance needs and have appropriate replacement strategies in place.

Strategic asset management of all of these assets is essential to meeting the needs of Christchurch and Canterbury, today and beyond.

The aim of LPC’s asset management policy is to ensure all assets are managed consistently throughout their lifecycle to cost-effectively achieve LPC’s strategic business objectives.

The core stated outcomes of the policy include:

- Safe, sustainable and environmentally responsible operation and maintenance of assets.
- Realising maximum value from each asset.
- A fit-for-purpose Asset Management System, continually improved to match business maturity.
- Strategic plans and focus areas for short-term and long-term implementation to achieve LPC’s organisational strategies and objectives.

- Identification and mitigation of asset risk creating resilient assets and infrastructure to ensure business continuity, linked to asset criticality.
- Data-driven decision-making to provide assurance and optimise timing of interventions.
- Financial certainty through predictable and stable cash flows associated with asset maintenance, repairs and replacements.



Key Performance Measures	Targets		
	2027	2028	2029
Tier One Asset/ Equipment Availability	85%	90%	95%
Tier Two Asset/ Equipment Availability	95%	95%	95%
Te Awaparahi Bay Development	Complete Reclamation	Start Berth Construction subject to business case approval	Berth Construction on-going

Tier 1 assets – critical with little/no redundancy. Tier 2 assets – critical with some redundancy.

Our ambition is to grow social capital by creating long-term meaningful value for our communities. We are also focused on developing a strong customer culture, ensuring we deliver great experience and value.

Being a good citizen is a responsibility LPC takes very seriously. We act on this duty through a balance of activation, monitoring and transparent communication. Activation means contributing to our communities through sponsorships and programmes that create long-term, meaningful value. Monitoring means being conscious of how Port operations can affect local communities and working to minimise those effects such as noise, light, and air emissions to the extent possible.

We are constantly looking to improve our customer engagement, and deliver innovative solutions for the region's supply chain. Collaboration is key to developing supply chain opportunities, and we are committed to a transparent and open relationship with our Port User community.

We are committed to becoming a more productive and efficient port, recognising our obligation to customers to be an enabler for their business success. Over the period of this SCI, we will focus on initiatives to deliver productivity and efficiency on the Port, particularly in container operations, as well as working closely with customers and Port Users to ensure we are delivering to their expectations.

In FY25, we developed a KPI to reflect global best practice in ship turnaround time, reflecting the key priority for our shipping-line customers.



LPC will continue to have a focus on communication. By having open, candid conversations with people around us we are building trust. By understanding what our communities and customers need we are creating lasting value.

We will continue to place importance on our partnership with iwi in Whakaraupō. LPC takes seriously the obligation to reflect the partnership created by Te Tiriti o Waitangi/ The Treaty of Waitangi in our day-to-day work. The recognition and valuing of Te Ao Māori continues to be a part of the way LPC operates.

The Manawhenua Advisory Group (MAG) has been an important engagement forum for LPC and Te Hapū o Ngāti Wheke since 2014. The purpose of MAG is to provide a regular forum

for conversations between LPC and Te Hapū o Ngāti Wheke to recognise and provide the shared vision for Lyttelton Harbour/Whakaraupō. We are currently reviewing the Terms of Reference for the MAG, and hope to complete this in FY27.

LPC will continue to work with CCHL's He Huanui Ropu, and will work to help deliver CCHL's Impact Programme ambitions. We also remain committed to ensuring alignment with the Christchurch City Council's wider strategic partnership with mana whenua.

Our Port Liaison Committee continues to be a forum for LPC and the local harbour communities to communicate issues of mutual interest. The committee has elected representative members from the local community, Port users, local councils and LPC. LPC will continue to support the Committee by convening regular meetings, presenting updates on port activities and maintaining open channels for community feedback.

Our sponsorships range from one-off donations to ongoing partnerships with leading organisations, such as our principal sponsorship of the Banks Peninsula Conservation Trust. We continue to support a number of local sporting clubs, community groups, projects and other local organisations, with a particular focus on youth development and support. We also retain a key focus on supporting environmental programmes around Whakaraupō, to support our commitment to having a positive impact on biodiversity in the Harbour.

LPC also supports Christchurch’s Antarctic Gateway Strategy with particular focus on two of the four priorities of the strategy. We provide world-class logistics for Antarctic vessels and have a clear focus on sustainability as demonstrated in this SCI. We also continue to support the Christchurch Economic Ambition, and will work with City partners to help enrich our local communities and drive economic prosperity.

- We will maintain our regular community engagement, including:
- Free monthly Port boat tours during summer, supplemented by week-long programmes of bus tours twice-yearly.
 - Our community newspaper, LPC Update, delivered to nearly 10,000 homes and regular monthly email newsletters to the community and key stakeholders
 - LPC maintains a Stakeholder Engagement Plan, and in FY26 we will update our materiality assessment and report it in our annual report.

As outlined in the Port Lyttelton Plan, we are committed to moving the port’s operations east over the long term to free up land and provide increased public access to the waterfront. This remains a key part of our strategy moving forward, and is a key factor in the development of our master plan. We remain focused on building on the public space and access created by Te Ana Marina over time

Key Performance Measures	Targets		
	2027	2028	2029
Port Liaison Committee Meetings per year	4	4	4
MAG Meetings per year	6	6	6
Landside turnaround time	<22min	<21min	<20min
Port Turnaround (hours)	<35	<34	<33
Gross Crane Working Rate	>23.3	>23.5	>23.7



A healthy environment is fundamental to our success as a business. Operating within the Whakaraupō Lyttelton Harbour and Ōpāwaho Heathcote River catchments and Paparua Water Race Scheme across the Canterbury region, we are committed to protecting and enhancing these environments in which we operate.

Our sustainability strategy recognises three key priorities for LPC: greenhouse gas (GHG) emissions reduction, waste minimisation and biodiversity positive.

We have two greenhouse gas (GHG) emissions targets aligned with the Paris Agreement's goal of limiting global temperature rise to 1.5°C:

- Short-term target: LPC commits to reducing absolute Scope 1 and 2 emissions by 50% and absolute selected Scope 3 emissions by 30% by 2030, against a 2018 baseline.
- Long-term target: LPC commits to reducing absolute Scope 1, 2 and selected 3 emissions by 90% by 2050, against a 2018 baseline.

LPC has set these targets with reference to guidance from the Science Based Targets initiative (SBTi) Corporate Near-Term Criteria and Corporate Net-Zero Standard, which provide a rigorous framework for aligning corporate decarbonisation pathways with the Paris Agreement.

Our procurement team continues to take a partnership approach with suppliers to identify ways we can accelerate our emissions reduction. We will continue to review timelines for low and zero- emissions equipment and inform them of our requirements as a customer.

We recognise the importance of collaboration and partnering with our peers, including CCHL companies. We are committed to working with

the CCHL Group to determine appropriate GHG emissions reduction targets and will continue to play a leading role in the Group's sustainability working group. We will also continue our involvement in the Sustainable Business Council, the New Zealand Climate Leaders Coalition, World Ports Sustainability Programme and New Zealand ports network.

In FY25 we produced our second Climate-related Disclosures (CRD) report, in line with the New Zealand External Report Board (XRB) Climate Standards 1, 2 and 3, and as required for CCHL reporting purposes. We will continue building on and integrating our climate risk adaptation and transition plans into the business.

LPC's long-term goal is to transition to zero solid operational waste to landfill by focusing on making better purchasing decisions, collaborating with suppliers, and considering how we deal with products at end of life. In FY25 we focused on education and training across the business and updated our bin infrastructure to match the waste streams we produce. We also began a partnership with Workwear Recycled, to transform our old PPE into products. Textiles are processed into packing mats and signage. Plastics from helmets and glasses are processed into bench tops.

LPC has a biodiversity positive ambition, with the goal to ensure we undertake our activities in a way that positive outcomes for nature outweigh the negative impacts.

In FY25 we launched LPC's Biodiversity Roadmap 2025–2030. This plan sets out clear, science-based actions that go well beyond regulatory compliance. It reflects our commitment to contributing towards the restoration of the catchments we operate in and supporting global efforts to halt and reverse biodiversity loss by 2030, as outlined in the Kunming-Montreal Global Biodiversity Framework.

Within the next three years, we will focus on:

- Integrating climate risks and opportunities into our business strategy, working alongside CCHL.
- Actively contributing to the CCHL Group emissions reduction strategy in line with the Christchurch City Council's carbon reduction targets to halve emissions by 2030, compared with 2016-2017 levels, and to achieve net zero greenhouse gas emissions by 2045, with at least a 50% reduction in methane emissions by 2045.
- Ongoing implementation of the Whaka-Ora/ Healthy Harbour Plan aimed at restoration of the ecological and cultural health of Lyttelton Harbour/Whakaraupō,
- Continuing to develop and refine our GHG reduction strategy and targets, and implementing initiatives as capital availability allows.

- Measuring and monitoring Scope 3 emissions, including from all vessels visiting the Port. Over the period of the SCI we will continue to develop partnership plans and work with CCHL, the Christchurch City Council and all relevant stakeholders to accelerate impact in supplier emission reductions.
- Progressing a multi-stage programme to provide shore-to-ship power to fishing vessels in the inner harbour, aimed at reducing emissions, fuel consumption, and noise
- Implementing our Biodiversity Roadmap with aspirational targets and robust metrics for measuring progress over time.
- Continuing ecological enhancement of LPC land including the 17 ha Port Saddle and 11 ha Gollans Bay covenant sites in Lyttelton in partnership with Banks Peninsula Conservation Trust.
- Enhancing port structures through eco-engineering habitat units to increase the diversity and abundance of intertidal and subtidal species on new and existing revetments.
- Collaborate with others on marine biosecurity initiatives to prevent the introduction and spread of unwanted marine organisms on port structures.
- Setting area-specific goals for waste reduction and applying circular economy principles that can be owned by the operational teams.

Key Performance Measures	Targets		
	2027	2028	2029
GHG emissions reduction	• Achieve 2027 target for Scope 1 and 2 emissions reductions • Actively influence Scope 3 emissions reductions	• Achieve 2028 for Scope 1 and 2 emissions reductions • Actively influence Scope 3 emissions reductions	• Achieve 2029 science target for Scope 1 and 2 emissions reductions • Actively influence Scope 3 emissions reductions
Waste Minimisation	• Continued implementation of Waste Management Framework • Develop 2-3 circular waste stream programmes	• Continued implementation of Waste Management Framework • Develop 1-2 circular waste stream programmes	• Continued implementation of Waste Management Framework • Develop 1-2 circular waste stream programme
Biodiversity positive	• Continued implementation of Biodiversity Roadmap 2025-2030 • Assess biodiversity impacts of value chain	• Continued implementation of Biodiversity Roadmap 2025-2030	• Continued implementation of Biodiversity Roadmap 2025-2030
Environmental Management	• 100% compliance against resource consent monitoring	• 100% compliance against resource consent monitoring	• 100% compliance against resource consent monitoring
Responsible sourcing	• 10 audits completed against the ethical procurement declaration. • All suppliers requested to provide emissions created in service of LPC, supplying materials and/or services	• 10 audits completed against the ethical procurement declaration. • All suppliers requested to provide emissions created in service of LPC, supplying materials and/or services.	• 10 audits completed against the ethical procurement declaration. • All suppliers requested to provide emissions created in service of LPC, supplying materials and/or services.
Reporting	• Integrated reporting ongoing	• Integrated reporting ongoing	• Integrated reporting ongoing

Other important information

Corporate governance

LPC is committed to best-practice governance. The Board operates in an open and constructive manner, in accordance with guiding principles and in recognition of the fact that genuinely held differences of opinion can bring greater clarity and lead to better decision making.

Our approach, combined with a commitment by Directors to participate fully, frankly and constructively means that all Board members bring the benefit of their particular knowledge, skills and abilities to the Boardroom.

The role of the Board is to effectively represent and promote the interests of the Company with a view to adding long-term value and ensuring a fair return to the Shareholder. Having regard to its role, the Board will direct and supervise the management of the business and affairs of the Company including, in particular:

Strategic Oversight

Ensuring that the Company's objectives are clearly established and articulated, and strategies are in place for achieving them (such strategies being expected to originate, in the first instance, from Management).

Risk Management and Executive Oversight

- Setting policy settings and risk appetites aimed at strengthening the performance of the Company including ensuring that Management is proactively seeking to build the business through innovation, initiative, technology, new products and the development of its business capital

- Ensuring the Company has appropriate risk management practices and regulatory compliance policies in place
- Monitoring the performance of Management
- Appointing the CEO, setting the terms of the CEO's employment contract and, where necessary, terminating the CEO's employment with the Company

Compliance and Governance

- Directing whatever steps are necessary to protect the Company's financial position and the ability to meet its debts and other obligations when they fall due
- Ensuring the Company's financial statements are true and fair and otherwise conform with the law
- Ensuring the Company adheres to high standards of ethics and corporate behaviour
- Ensuring the Company has appropriate health, safety and wellbeing policies and procedures in place.

Accountability to Stakeholders and Shareholders

Shareholder relations and stakeholder interests are detailed below and reflect the boards' fiduciary role in ensuring the Company operates in the best interests of these parties.

Our full Board Charter and other relevant governance information can be found here

Remuneration

The LPC Board has a clear policy for setting executive remuneration. Remuneration is fair and reasonable and competitive in the market for the skills, knowledge and experience required. The company empowers all employees to reach their potential and thrive in an inclusive and diverse workplace. The Board monitors established reporting and trend analysis on age profile, gender profile and employment tenure.

The company is conscious of its public responsibilities in the setting of remuneration for senior executives, which is closely managed by the Board and made publicly available via the Annual Report.

The executive leadership team receive total remuneration that reflects their skills, experience and contribution to the company and is referenced to the market. Their remuneration does not include any incentive-related payments and no executives decide their own remuneration.

LPC will continue to report to CCHL on wage relativities for employees annually, and will provide reporting on the average remuneration for the highest paid 10% of employees compared to the average remuneration for the lowest paid 10% of employees. We will also report on the average percentage increase for FY25 and FY26 awarded to the highest paid 10% of employees and the lowest paid 10% of employees.

The Board recognises the importance of full, fair and transparent disclosure of the Chief Executive Officer's (CEO's) salary. The CEO receives a total remuneration that reflects skills, experience and contribution to the company and is referenced to the market. Full disclosure of the CEO's remuneration is made in the annual financial statements.

The shareholder, by ordinary resolution from time to time, sets a total maximum aggregate annual amount payable to the directors in their capacity as directors. The fees paid to each of the directors in the previous financial year are detailed in the directors' interests section of the company's Annual Report.

LPC discloses its remuneration policy to shareholders via the annual SCI.

LPC pays all staff at least the living wage, unless they are involved in a training scheme. Any adjustments in the living wage rate will be reflected in LPC pay rates.

Shareholder relations and stakeholder interests

LPC maintains a positive and proactive relationship with CCHL. As part of our annual SCI, the Board includes clear policies for our communications and interactions with CCHL.

The Board will ensure CCHL is informed of all major developments affecting the Company's state of affairs, while at the same time recognising commercial sensitivity may preclude certain information from being made public. Information is communicated to CCHL through a "no surprises" policy on issues of importance as they may arise, as well as through formal communications.

LPC will formally engage, early and openly with CCHL on any transactions that are considered material to either LPC or the wider CCHL group. LPC acknowledges that we are wholly owned by CCHL on behalf of Christchurch City Council.

We will keep CCHL advised of any significant interactions with key stakeholders in common such as Christchurch City Council, Iwi and Government.

Annual Report

The Annual Report is provided direct to shareholders, and it includes audited financial statements and other details that are required to permit an informed assessment of LPC's performance and financial position during the reporting period.

Half-year and quarterly reporting

Half-year and quarterly reporting contain unaudited information.

Statement of Corporate Intent

The SCI is prepared based on the requirements within the Port Companies Act 1988 and the Company's Constitution. The directors include any other information they consider appropriate.

Briefings

The company provides briefings to CCHL and its Board and we will continue to be involved in regular direct briefing to Christchurch City Council, in line with the timings requested.

CCHL bonds

LPC acknowledges its responsibilities under the continuous disclosure regime in relation to CCHL bonds and has implemented a policy to manage those disclosure requirements.

LPC publishes up-to-date information on the LPC website providing:

- a comprehensive description of its business and structure
- commentary on its goals, strategies and performance
- key corporate governance documents.

LPC has a clear focus on the needs of its key stakeholders (including customers, employees, the public, the Council and government) and recognises it is critical to meet their needs to ensure LPC has a successful business. The business will develop a board-approved stakeholder engagement plan.

The Board will use its best endeavours to familiarise itself with issues of concern to all relevant stakeholders including Te Hapū o Ngāti Wheke and Te Rūnanga o Ngāi Tahu. The Board recognises that the Company's long-term survival and prosperity are closely intertwined with the environments and markets within which it operates and the extent to which the Company is seen as a responsible corporate citizen. As part of our approach to Integrated Reporting and understanding what is important to our stakeholders, we undertake a materiality assessment every two years with key stakeholders. The material issues identified in this process are reflected in our business strategy and planning.

Over the period, we will continue to work with CCHL on the refinement of the reporting framework, acknowledging the need to improve both financial and non-financial metric development and reporting.

Shareholder returns

LPC will work closely with CCHL to provide assurance that LPC's capital programme, together with other business initiatives, will add shareholder value and consistent returns.

LPC continues to focus on creating long-term shareholder value by:

- maintaining focus on improvement in underlying business performance
- championing long term commitment to sustainable operations and policies
- prudently investing in infrastructure to meet future demand, and
- ensuring all business investment decisions are subject to rigorous commercial scrutiny.

In discussion with CCHL, LPC intends to:

- direct effort and strategic focus on strengthening our position as a leading and highly competitive New Zealand port servicing the South Island's importers and exporters
- seek feedback from and alignment with CCHL on major capital development spend.

Dividend policy

LPC seeks to maximise shareholder value through investing available LPC cash resources at the highest and best use, while balancing the needs of its shareholder for cash dividends.

Subject to meeting the solvency requirements of the Companies Act 1993, the Board will continue to assess distributions based on:

- the interests of the shareholder
- working capital requirements
- capital expenditure programmes
- the timing of reinstatement and reinvestment projects
- free cash flow available for distribution
- funding and covenant headroom constraints

The company's current dividend policy is to pay 50% of underlying net profit after tax to the shareholder each year.

Estimate of commercial value of shareholder investment

LPC uses a long-term discounted cash flow model to estimate the fair market value of its assets. This model is updated each financial year, including review of the key assumptions around trading performance and capital expenditure. As at 30 June 2025 this assessment placed the company's equity at \$456.5 million.

Inherently, there is uncertainty about LPC's current value due to assumptions around the ongoing evolution of import and export volumes, and the timing of large capital expenditure which may be required over the next 10-15 years. The valuation is sensitive to assumed growth rates and forecast margins for key cargoes, commercial decisions by key customers, and the timing and quantum of capital expenditure. LPC uses an independent review process to provide a degree of assurance regarding the reasonableness of assumptions and the weighted average cost of capital used in the model.

Acquisition and divestment policy

The subscription or acquisition of securities in any company or organisation or a divestment of part of the existing business will only be considered where it is consistent with the long-term commercial objectives of LPC. When the subscription, acquisition or divestment is considered by directors to be significant to the company's business operations, it will be subject to consultation with the shareholder.

Risk Management

The LPC Board ensures there are rigorous risk management processes and internal controls in place.

The Board receives and reviews reports regarding the management of risk in accordance with the Risk Management Framework and internal control processes throughout the year via the Audit and Risk Committee. Strategic risks are formally reviewed by management and discussed at the Board every six months or more regularly if required. The Critical Control Verification Review process that focuses primarily on Health and Safety risk is reported regularly through the Health, Safety and Environment Committee and the reviews themselves are regularly attended by Directors.

Directors have continued access to LPC's strategic risks register and the associated mitigations being taken to manage them.

As part of our approach to Integrated Reporting, we include comprehensive information on our risk management approach and key risks.

Scope of activities

LPC is the fully integrated operator of Lyttelton Port, which includes the South Island's largest coal export facility and two inland ports, MidlandPort and CityDepot. Our activities include:

- container terminal handling services – receipt, delivery, transit storage and stevedoring of a wide range of import and export cargoes
- the receipt, delivery and loading of coal
- marine services – pilotage, towage and lines
- providing wharves, land, facilities, plant and labour for the receiving, delivery, stockpiling, stacking and shipment of a wide range of products
- maintenance of wharves, plant and machinery
- ownership of land and facilities necessary to maintain LPC's commercial assets
- the berthing of commercial passenger cruise vessels, and associated passenger movement facilitation
- provision of dry dock facilities associated with the repair and servicing of vessels
- ownership and operation of walk-on marina facilities, and
- operation of two inland ports, which involve the storage, receipt and delivery, repair and washing of containerised cargo.

Accounting policies

LPC has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards and generally accepted accounting practice and in accordance with the Companies Act 1993 and the Financial Reporting Act 1993 and any amendments thereto.

A full statement of LPC's accounting policies is included in LPC's Annual Report for 30 June 2025 (available on LPC's website at www.lpc.co.nz).

Intra-group cooperation, procurement and Strategic Review

LPC recognises the importance CCHL places on intra-group cooperation, closer integration, and better group strategic alignment. LPC recognises that such co-operation has the ability to expand group capability, accelerate knowledge transfer and innovation and improve the profitability of the group.

In relation to CCHL Group co-operation, LPC has taken leadership roles in He Huanui and the CCHL Sustainability Working Group, and has been an active participant across all other Group initiatives. This involvement and commitment remain the same for FY26. They will continue to be funded for and supported by staff as part of their business-as-usual roles.

LPC will continue to focus on operational performance that ensures we deliver sustainable dividend payments to our shareholder.

LPC has commercial relationships within the following CCHL group entities:

- Orion and Connetics – electricity suppliers to the port and maintenance contractors on high-voltage systems.
- Citycare – facilities management and civil construction works.

LPC will also continue to build on the relationships established with ChristchurchNZ, in particular regarding cruise tourism, the Christchurch Antarctic Gateway Strategy and the Christchurch Economic Ambition

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