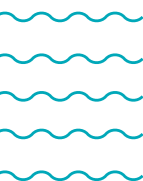


# 2027 Strategic Plan



Connecting Western Australia to the world



**Michael Parker**  
Chief Executive Officer

**Clear direction**

The launch of our 2027 Strategic Plan marks an exciting time for Fremantle Ports. The plan leverages our long experience at operating one of Australia’s most successful ports and sets a clear direction for our future. It provides the framework and a common language for all of us and - importantly - will underpin the decisions we make, and how we prioritise our work over the next five years.

**Responsive to tomorrow’s challenges**

In developing the plan, we have analysed overseas trends and learnt from a wide range of organisations, including other innovative international ports, shipping companies, customers and supply chain participants. I am particularly proud of the input of all employees, who enthusiastically participated in the plan’s development. Our operational knowledge and capability will continue to be key to Fremantle Ports’ future and, by providing you with the right tools, investing in our assets and driving operational excellence, I am convinced we can unlock our full potential and deliver on our customers’ requirements into the future. I want us all to take pride in shaping

our organisation, making it responsive to tomorrow’s challenges and a great employer with a secure future. We must take the lead on our own transformation and take advantage of the numerous opportunities before us.

**Broadening our influence**

The COVID-19 pandemic has caused considerable change in the world in recent years, placing pressure on supply chains and driving changes in the expectations of our customers. Importantly, as customer expectations shift, we must adjust, too. While our purpose of facilitating trade for a more prosperous Western Australia remains clear, we can be even more effective by broadening our influence and driving performance across the supply chain for the benefit of Western Australia and our customers. I believe Fremantle Ports is in a unique and privileged position to achieve this ambition. The time is right for us to demonstrate visionary leadership in this regard.

**Five areas of focus**

This plan identifies five strategic goal areas which underpin our aspiration, each with clear associated measures to ensure goals are achieved by 2027. This document sets out the framework and the details, clearly and succinctly and, in my mind, the five areas of focus epitomise where our attentions must lie in the years ahead.

Our 2027 Strategic Plan is ambitious and challenging yet is a clear map for our future success. I look forward to working with everyone to bring this strategy to life and, in doing so, further elevate our contribution to the success of Western Australia.

# Our purpose

Facilitating trade for a more prosperous Western Australia

- To enable importers and exporters
- To not limit ourselves to ports
- To link to our function under the *Port Authorities Act 1999*
- To drive trade growth through our investments
- To support Western Australia’s economic growth and development
- To serve the people of Western Australia
- To connect Western Australia to the world
- To be responsible land custodians, including bringing property not required for port use into productive use for the good of Western Australia

# Our aspiration

Providing the safest and most reliable, efficient and sustainable supply chain capacity for importers and exporters

- We are service providers
- Everything we do must be done safely, for our people, our partners and the public
- We will provide our customers with consistent and transparent services
- We recognise the importance of cost by making the best use of resources and time
- We will consider long-term economic, environmental and social outcomes in our decisions
- We will work to enable and coordinate the broader supply chain for our customers
- We will ensure capacity is available, now and in the future, to maximise Western Australia’s prosperity
- By delivering for importers and exporters, we will service the full supply chain





"We are here to serve Western Australia's importers and exporters for the benefit of the state."

Michael Parker, CEO



## Our goals

Our strategy focuses on five goal areas

### Safety

Delivering a step-change improvement in safety outcomes for our people and stakeholders

### Sustainability

Ensuring we have a sustainable port and supply chain; delivering economic, environmental and social returns over the long term

### Efficiency and reliability

Meeting our customer and stakeholder needs, and building a strong reputation for delivery

### Capacity

Building the capacity to facilitate growth in trade and meet industry requirements at any point in time

### Engagement

Ensuring we have the customer and employee engagement we need to achieve our goals

## Strategic themes

Our work for the next five years will be organised into six strategic themes

### Transform our organisation

Transform our business model, structures and behaviours to enable our strategy

### Leading the supply chain

Lead Western Australia's supply chain improvement, through enablement and investment

### Strong customer and commercial relationships

Build and maintain strong stakeholder relationships based on a reputation for delivery

### Assets and infrastructure for our future

Provide certainty on our future through planning and developing our assets and infrastructure

### A sustainable port and supply chain

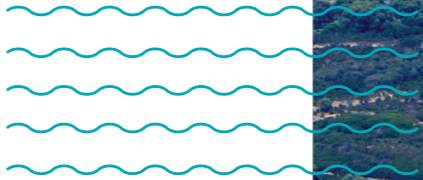
Embrace and support the energy transition across our assets, business and infrastructure






### Operational excellence

Keep everyone safe, and build our people and business through relentless improvement and excellence in all we do

# What success looks like

To provide the ambition behind our aspiration, 12 measurable strategic goals have been identified

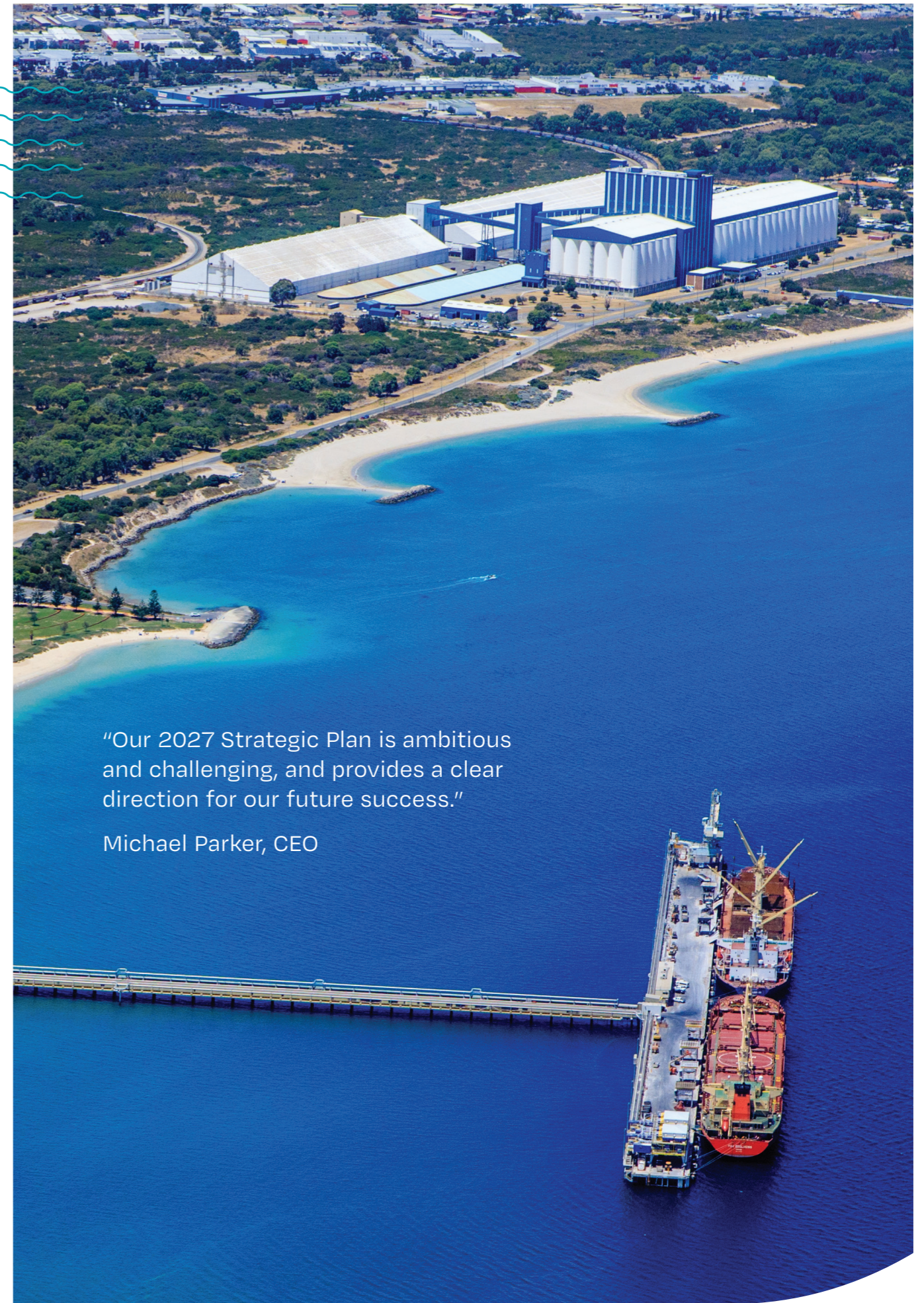


Goal area	Goals <sup>1</sup>
 <b>Safety</b>	<ol style="list-style-type: none"> <li>1. Zero fatalities and top 50th percentile TRIFR<sup>2</sup> performance in Australia (mining, mine services, oil and gas reference group)</li> <li>2. Safety maturity index as 'mature'</li> </ol>
 <b>Sustainability</b>	<ol style="list-style-type: none"> <li>3. Rate of return on assets <math>\geq</math> 7%</li> <li>4. Community satisfaction score <math>\geq</math> 80%</li> <li>5. Net zero scope 1 and 2 emissions<sup>3</sup></li> </ol>
 <b>Efficiency and reliability</b>	<ol style="list-style-type: none"> <li>6. 95% of all vessels berth on time</li> <li>7. 95% of all KBJ and KBT vessels depart on time</li> <li>8. Top 100 World Bank Global Container Port Performance Index Ranking</li> <li>9. Container supply chain \$/TEU from anchorage to warehouse</li> </ol>
 <b>Capacity</b>	<ol style="list-style-type: none"> <li>10. 100% capacity for imports and exports</li> </ol>
 <b>Engagement</b>	<ol style="list-style-type: none"> <li>11. Customer (importer and exporter) Net Promoter Score <math>\geq</math> 30</li> <li>12. Employee engagement and enablement scores in Australian top quartile</li> </ol>



2027 Strategic Plan

<sup>1</sup> All goals must be achieved by the end of FY2027, with the exception of goal 3, which is a five-year average  
<sup>2</sup> Total recordable injury frequency rate  
<sup>3</sup> Fremantle Ports' scope 1 and 2 emissions also include emissions from power purchased on behalf of port users



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