



NAPIER^o
PORT
Te Herenga Waka o Ahuriri

BUILDING FUTURE CONNECTIONS

NAPIER PORT 30 YEAR MASTER PLAN
Preliminary Draft



POIPOIA TE KĀKANO KIA PUĀWAI.

Nurture the seed and it will grow.

DOCUMENT ENVIRONMENTAL CREDENTIALS

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MESSAGE FROM THE CHAIRMAN

POIPOIA TE KĀKANO KIA PUĀWAI

NURTURE THE SEED AND IT WILL GROW.

Tēnā koutou,

This Master Plan provides a vision for how we plan to shape the development of Napier Port over the next 30 years.

In developing our plan, we spoke to our customers, our community and other stakeholders about what they need from us.

These insights validated a number of projects we already have underway: building 6 Wharf by the end of 2022, developing our inland freight hubs and the arrival of a third tug. These are the right decisions to ensure we can handle growth in cargo and the larger ship sizes expected over the next 30 years. It also shows we can explore a number of other options if needed to efficiently service increasing trade volumes and keep pace with growth for our customers and our region.

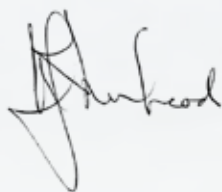
We recognise that awareness and support for our operations is vital for sustainable growth and we

are committed to engaging with our community and stakeholders as we pursue new developments and opportunities.

Just as we need to understand the issues facing our stakeholders, we want to ensure our stakeholders understand the challenges and opportunities facing us. That's why we've made our preliminary draft public and why we will publicly consult on our Master Plan every five years.

We welcome your feedback and look forward to ongoing discussions as the future unfolds.

Ngā mihi,



ALASDAIR MACLEOD
CHAIRMAN





NAPIER PORT HAS BEEN
CONNECTING HAWKE'S BAY
AND THE CENTRAL NORTH
ISLAND WITH THE PEOPLE AND
MARKETS OF THE WORLD FOR
NEARLY 150 YEARS.



CENTRAL
NORTH ISLAND

HAWKE'S
BAY



CHIEF EXECUTIVE WELCOME

BUILDING FUTURE CONNECTIONS

Tēnākoutou,

Napier Port has been connecting Hawke's Bay and central North Island with the people and markets of the world for nearly 150 years.

We're New Zealand's fourth-largest container port by total TEUs (twenty-foot equivalent units) and have experienced growth in cargo volumes over the last 10 years.

As the most efficient link to international markets for the region's exporters and importers, we are critical to the Hawke's Bay economy and our community.

Ensuring we have the right infrastructure in place as we grow – enough land, equipment, machinery, technology, and efficient road and rail connections – is paramount.

This Master Plan looks at the options to develop infrastructure over the next 30 years so we can continue to get our customers' cargo to market efficiently and in top condition.

We have already made a number of investments that are critical to support growth. The most significant being building 6 Wharf by the end of 2022.

Other investments include:

- Purchasing and developing 11.6 hectares of empty container storage at Thames Street;
- Establishing an inland port in Manawatu with Ports Of Auckland and Halls Transport to connect the region's exporter base with Napier Port;
- Securing 12.3 hectares of port-owned land in Whakatu for future development; and
- Buying a third tug boat that is due to be operational by the end of 2019.



BUILDING 6 WHARF BY THE END OF 2022 IS CRUCIAL

The Master Plan has confirmed that our plans to build a new wharf (6 Wharf) by the end of 2022 are absolutely critical to support future growth.

The new 350 metre wharf will help to increase capacity and improve operational performance. It will:

- Allow us to welcome more and larger ships;
- Release congestion constraints and inefficient operations across existing wharves;
- Cut ship movements by 100 per year (the port will no longer need to move ships in and out to make room for other vessels);
- Increase capacity for both bulk and container operations; and
- Cut vessel turnaround times.

RATIONALISE, PARTNER, PRESERVE AND GROW

There are other options that we'll need to explore to manage growth long term. Whatever options we do pursue will be pursued with four objectives in mind:

OPTIMISE



Maximising productivity with our existing assets and footprint is the Napier Port way. To grow sustainably and in line with community expectations, we must continue to improve use of existing land and infrastructure before investing in more. Harnessing data and using technology to optimise operations will help ensure we do this successfully.

PARTNER



To drive growth we'll need to work closely with others. Ongoing consultation and communication remains at the heart of ensuring we deliver successfully and sustainably in the years ahead.

PRESERVE



As we grow, we need to preserve access to the transport corridors and industrial precincts around our operations to move freight efficiently. This means making sure land use near our operations is compatible. Equally we must preserve community access to valued natural and cultural environments and resources, such as our shorelines and the marine environment, including protecting kai moana and taonga of significance to mana whenua hapū.

GROW PORT CAPACITY



While we will maximise capability and efficiency, we will also need additional infrastructure over the next 30 years. This plan reinforces and responds to the need for 6 Wharf, and our ongoing investment in our freight hubs. It also looks at the other options we may need to pursue to service growing volumes.

The export and import of goods into and out of Napier Port is essential for our customers' and communities' prosperity.

The circumstances of our stakeholders are likely to change and, of course, trade is subject to fluctuations and changes in timing. This is therefore a living document that we'll update each year as a business and consult on every five years.

We're committed to communicating our plans, reporting on our progress - socially, financially and environmentally - and taking others with us

as we go. And we welcome your feedback at any time. To have your say, email masterplan@napierport.co.nz or call our infrastructure team on **06 833 4387**.

Nāku iti noa, Nā

TODD DAWSON
CHIEF EXECUTIVE



SECTION ONE

PORT OVERVIEW

NAPIER PORT AT A GLANCE

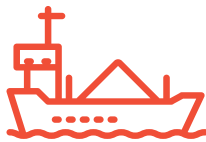
IN THE 2018 FINANCIAL YEAR:

WE MANAGED...



680+

SHIP VISITS



5+

MILLION TONNES OF CARGO



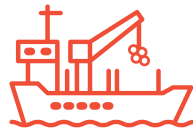
260,000+

TEUS OF DRY AND REFRIGERATED
CONTAINERISED CARGO



348

METRES IS THE LARGEST
CRUISE SHIP RECEIVED



10

COMMERCIAL SHIPPING
LINES CALL AT NAPIER PORT

WE WELCOMED...



70+

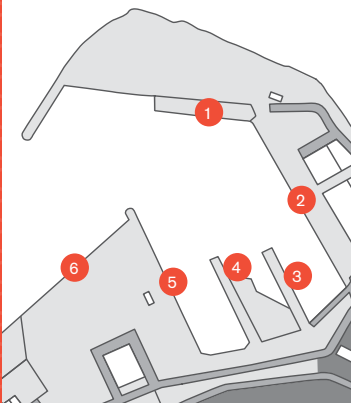
CRUISE SHIPS
IN THE 2018/19
CRUISE SEASON



115,000+

PASSENGERS IN THE 2018/19
CRUISE SEASON

Number of commercial berths: 5 wharves providing 6 commercial berths and a new wharf planned for 2022 (6 Wharf)



The Port is positioned on
New Zealand's main shipping
route with core national rail
and road network connectivity



\$23

MILLION BROUGHT INTO
HAWKE'S BAY BY CRUISE
TOURISM*

*Estimated amount according to Statistics NZ.



OUR AWARD-WINNING 'CULTURE OF CARE' PROMOTES SAFETY, RESILIENCE AND INNOVATION AMONGST OUR PEOPLE

70⁺

HECTARES OF PORT-OWNED LAND



13

MINUTE AVERAGE TRUCK TURNAROUND TIME IN PEAK SEASON

WE SUPPORT:



\$8.1B

HAWKE'S BAY'S
\$8.1 BILLION ECONOMY



27,000

FULL AND PART-TIME JOBS
IN OUR REGION



COMMUNITY INITIATIVES
THAT CONTRIBUTE TO THE
WELLBEING AND GROWTH
OF HAWKE'S BAY

OPERATING

**NEARLY
150
YEARS**



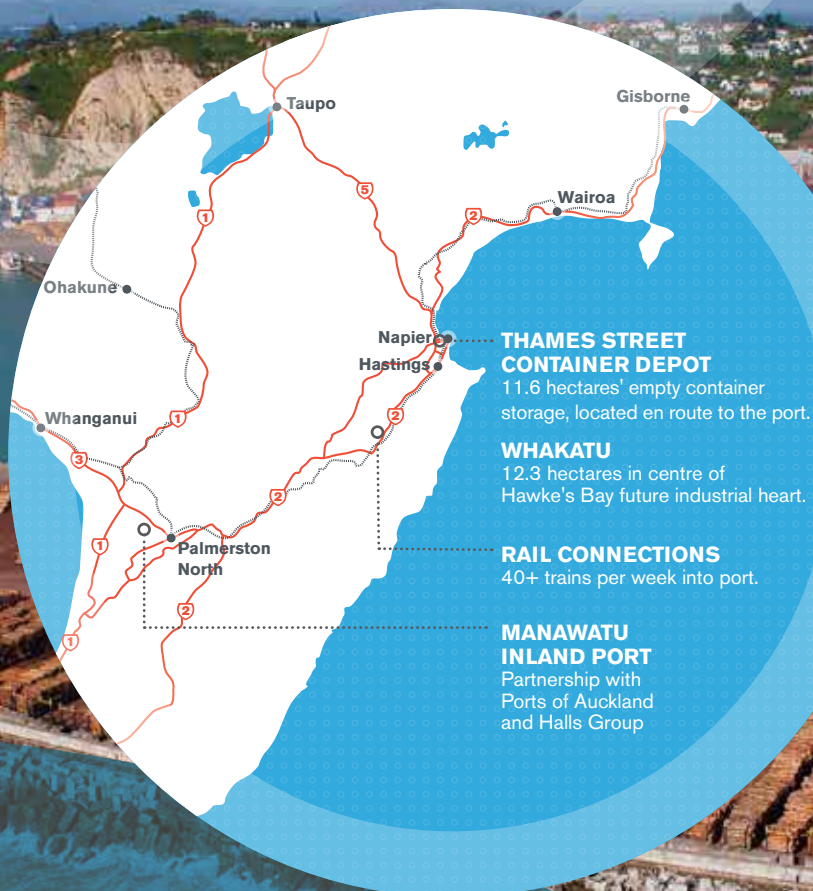
TOGETHER WE BUILD A THRIVING REGION BY CONNECTING YOU TO THE WORLD

Napier Port connects Hawke's Bay and the surrounding region with the people and markets of the world.

We're a major contributor to Hawke's Bay's \$8.1 billion economy and associated with around 27,000 full and part-time jobs in the region.

Located on the east coast of New Zealand's North Island, we are on the main transit route for international shipping services and connected to core national road and rail networks.

Our strategic location and cargo handling capacity make us a key connection in the supply chain, but it's the service we provide and our innovative systems that are the foundation to our success.



OUR STRATEGY FOR SUCCESS

Our strategy guides our actions and how we manage our business. This includes the infrastructure that supports our operations and allow us to connect our customers to their international markets.

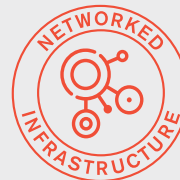
We take pride in delivering more than expected; working with our customers to understand how we can help them achieve their goals, harnessing data and technology to optimise our operations; and using our connected infrastructure for a seamless supply chain across our region and beyond.

We also deliver in a safe and sustainable way, building collaborative partnerships with our customers and stakeholders and a 'culture of care', which encourages care for our people, the local community and the environment. See page 18 for our strategy in action.

**TOGETHER WE BUILD A THRIVING REGION
BY CONNECTING OUR CUSTOMERS, PEOPLE
AND COMMUNITY TO THE WORLD**

OUR PURPOSE

OUR FOCUS



OUR GOALS



OUR TEAM PLANS

BUSINESS OBJECTIVES

OUR FOUNDATION

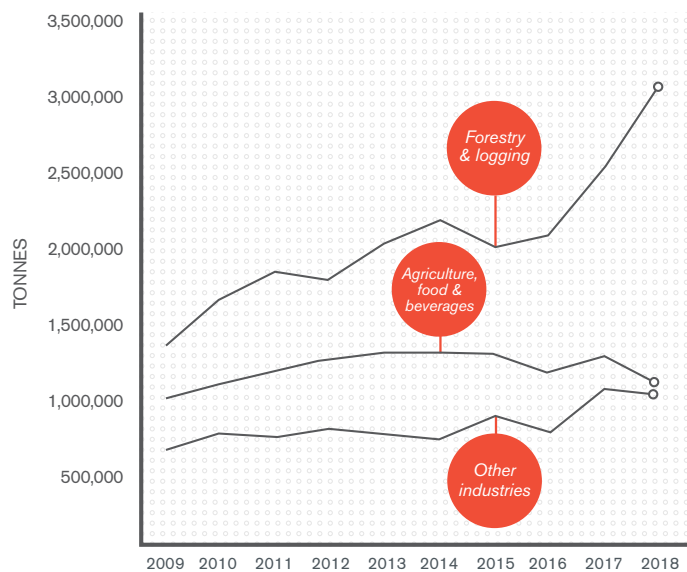


CULTURE OF CARE

CARGO THROUGH THE PORT

Napier Port handles over 30 different export and import commodity products and has seen solid demand for its services over the last 10 years.

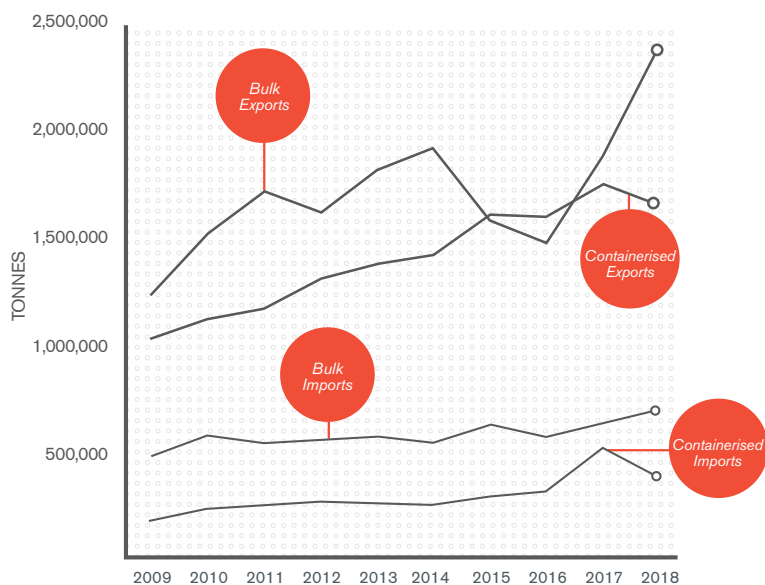
VOLUME THROUGH NAPIER PORT BY CARGO TYPE



With its high sunshine hours and fertile soils, Hawke's Bay is a major New Zealand producer, processor and exporter of primary products with nearly 80 percent of cargo through the port exported.

Hawke's Bay is New Zealand's largest apple and pear (pipfruit) exporter, with approximately 61%² of New Zealand's total planted area of pipfruit; and is a key player in New Zealand's forestry industry – the region's forestry exports represent approximately 11%³ of New Zealand's total.

VOLUME THROUGH NAPIER PORT BY TRANSPORT MODE



²Hawke's Bay Regional Council - Regional Pest Management Plan 2018 - 2038.

³Ministry of Transport (Freight Information Gathering System); 2018.

Trade is diversified across containerised and bulk cargo products as well as cruise tourism.

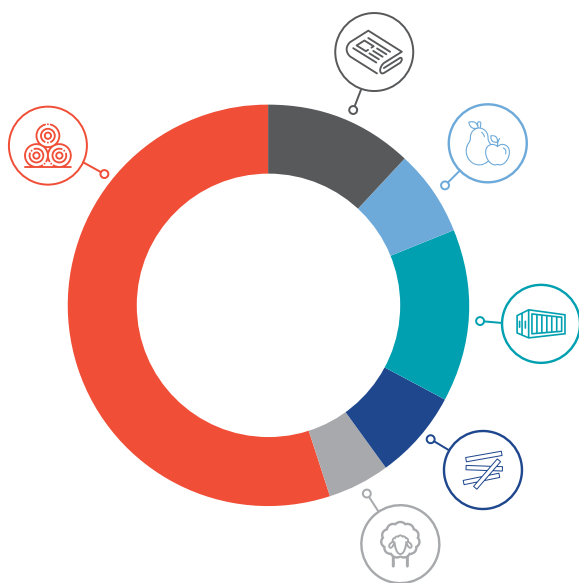
Our container trade is diversified across a range of largely export-driven primary produce, including forestry products, pipfruit, vegetables, meat and wine. Approximately 75 percent of all containers imported are empty containers to service regional exporters.

The majority of bulk cargo exports through the port are log and forestry products, while the key bulk cargo imports are fertiliser, petrochemicals and cement.

Napier Port is also the gateway to the Hawke's Bay region for a growing number of cruise visits. In the 2018/2019 cruise season, we hosted over 115,000 passengers on 70 cruise ship visits compared with 57 ship calls the previous financial year.

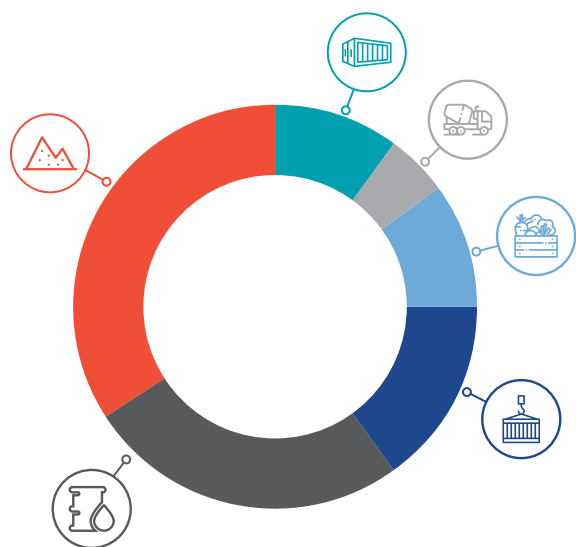
This year we had six visits from Ovation of the Seas – the largest ship to berth at Napier Port and the largest cruise ship to visit New Zealand waters, capable of handling around 4,900 passengers.

NAPIER PORT EXPORT PRODUCT MIX (FY2018, BY WEIGHT)



● Logs (54.8%) ● Meat (4.9%) ● Woodpulp (11.9%)
● Apple & Pears (6.6%) ● Timber (7.4%) ● Other (14.4%)

NAPIER PORT IMPORT PRODUCT MIX (FY2018, BY WEIGHT)



● Fertiliser (34.4%) ● Oil Products (26.4%) ● General Cargo (15.1%)
● Foodstuffs (10.8%) ● Cement (5.2%) ● Other (8.1%)



OUR SERVICES

Napier Port receives and processes cargo and manages the arrival and departure of general cargo, container and cruise vessels 24 hours a day, 364 days a year.

We've developed a range of value-add services for our customers, supported by our team.

1. Shipping connections:

Connecting Hawke's Bay to the world

Napier Port provides the complete infrastructure and range of international port services to support global connections. We are connected with six international weekly container services operated by 10 major international shipping lines, giving customers access to all of New Zealand's global markets. Bulk cargo vessels are generally contracted or chartered directly by the cargo owner. We also provide a regular service to the Chatham Islands and other domestic service connections.

2. Marine services

We welcome vessels of all sizes and our marine services include:

- Pilotage,
- Towage, and
- Berthage and mooring services.

3. Cargo handling services

Container handling: Our container terminal is one of New Zealand's largest and a one-stop shop for receiving and delivering containerised cargo.

Facilities include:

- 16 hectares of dedicated container terminal space
- Six mobile harbour cranes
- 1,000+ connection points for refrigerated cargo
- Flexible fleet of heavy machines including full and empty container handlers
- A contract team from SSA New Zealand that provides dedicated stevedoring services including lashing and unlashings containers on-board the vessel
- Empty container terminal off-port for the management of empty containers, including wash, repair and pre-trip facilities
- Longer operating hours in the peak season from February to June.

Bulk cargoes:

- We welcome bulk cargo including steel, timber, dry and liquid bulk.
- Our fixed and rolling infrastructure has been designed to support the efficient storage and handling of bulk cargoes, including log storage facilities and a range of eight to 18 tonne forklifts for timber and steel product handling.
- We also have dedicated and flexible log storage areas on port and bookends that allow logs to be stacked higher.

4. Cruise services

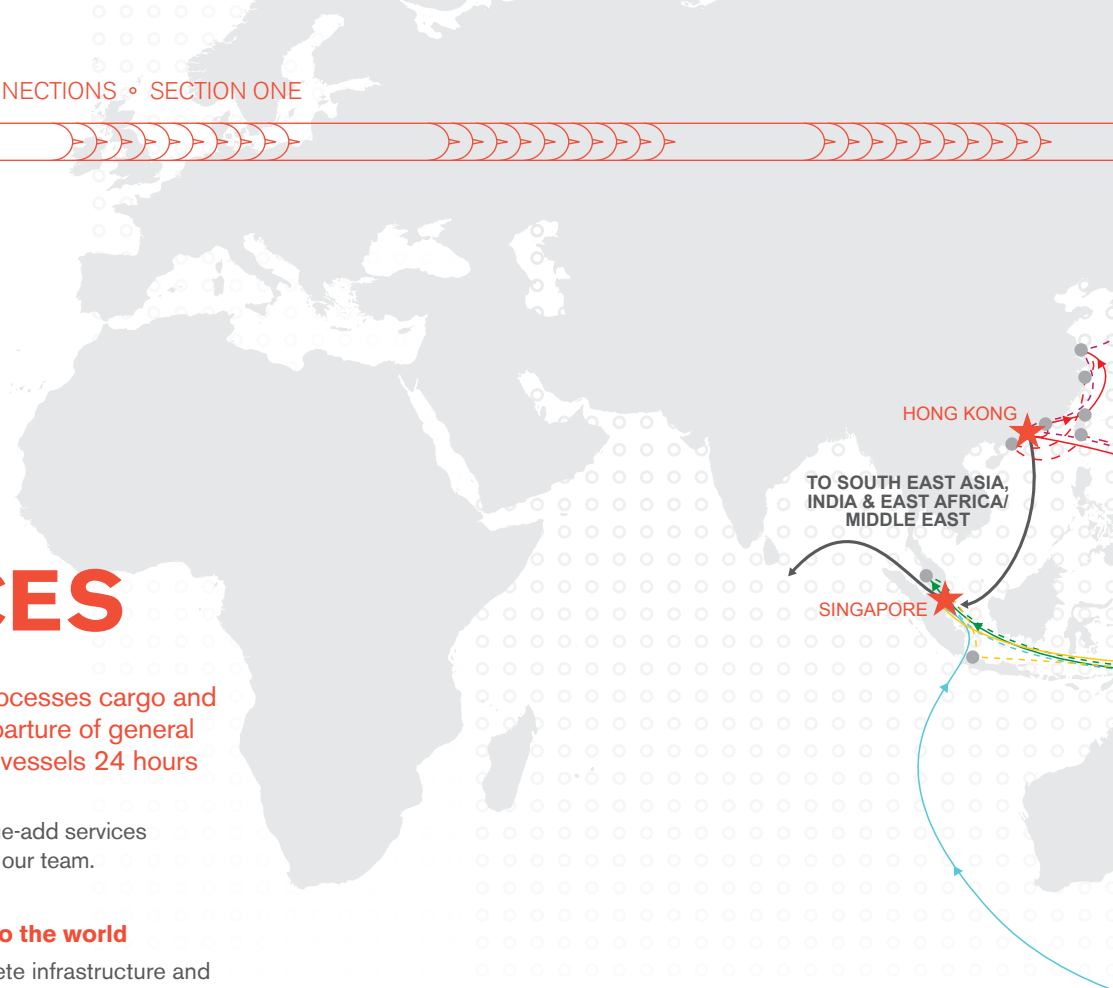
From October to April every year, Napier Port welcomes cruise ships from around the world. We work closely with cruise ship agents, hospitality and tourism organisations, and the New Zealand Customs Service to ensure a smooth experience for passengers visiting our region.

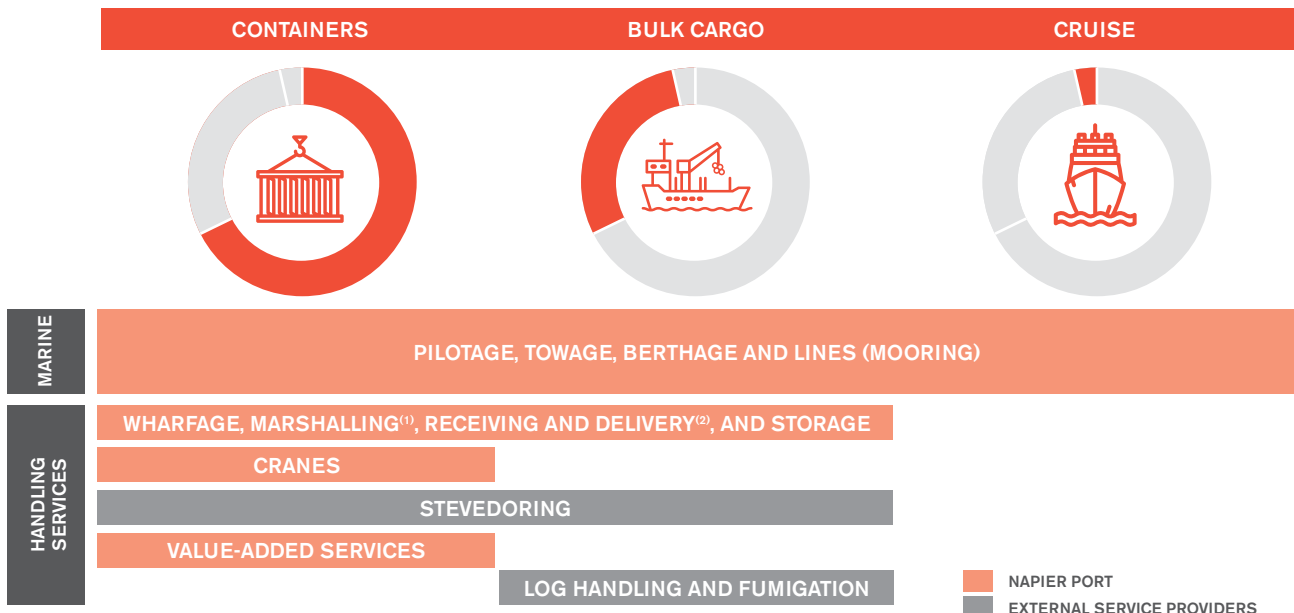
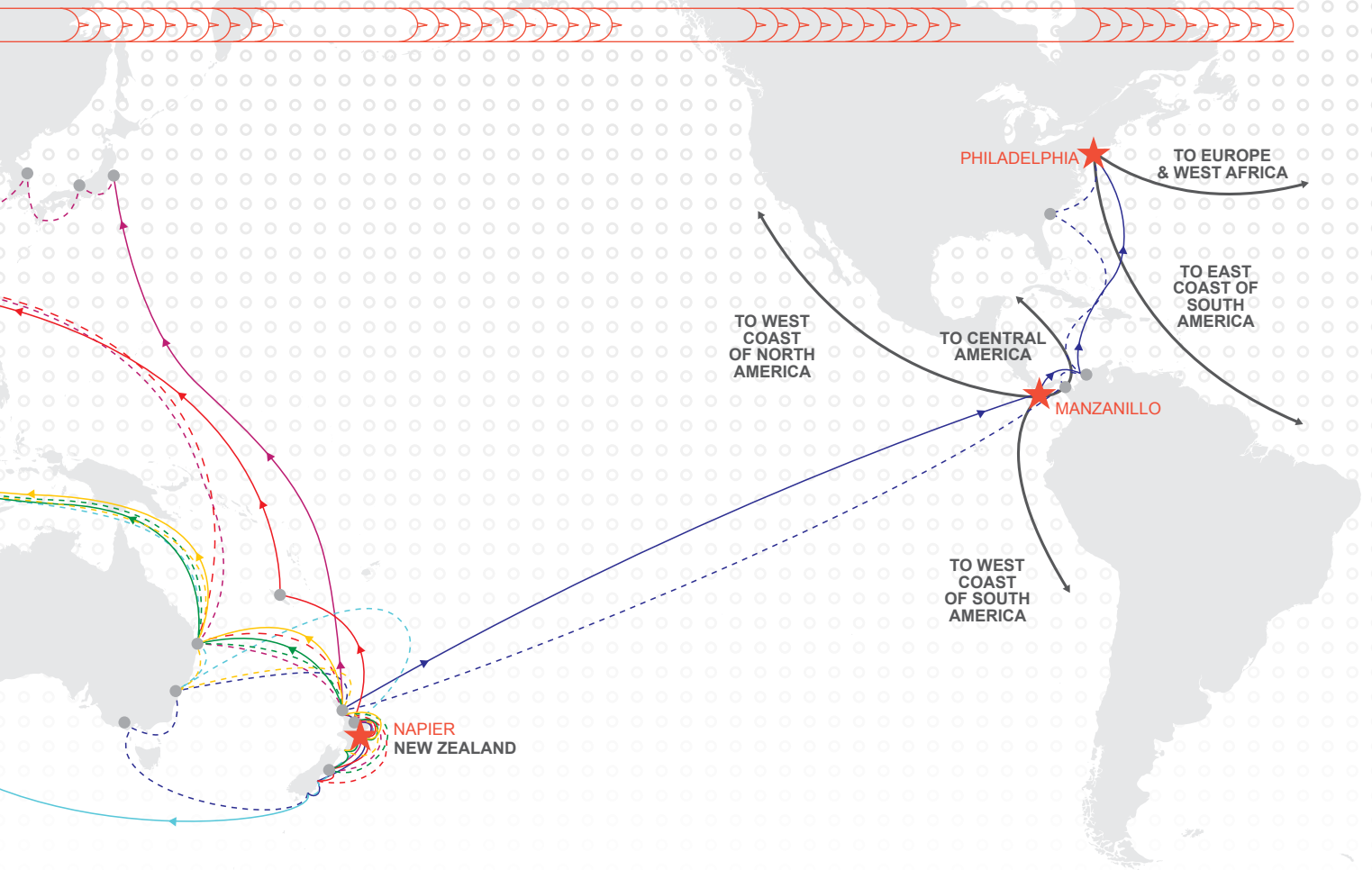
5. Port Pack

Our on-site packing and devanning facility, Port Pack is one of the largest packing facilities in New Zealand, accessible by road and rail. It offers a central delivery point where bulk cargo is packed into containers before moving to Napier Port's container terminal.

6. Depot services include surveying, cleaning, repairing, pre-trip inspections and container storage.

7. Leasing of space and warehousing.





STRATEGY IN ACTION: MORE THAN CONNECTING CARGOES TO THE WORLD



CUSTOMER CONNECTION

Napier Port works closely with our importers and exporters to provide the systems, infrastructure and innovative solutions they need to get their products to market efficiently and in top condition.

Efficient: For our customers time is money. We've developed tailored on-port warehousing and container packing services for multiple customers; and introduced port-wide initiatives to cut waiting times, such as a vehicle booking service to improve truck turnaround times.

In top condition: We're focused on getting our customers' products to market in top condition and invest in solutions that preserve their quality. For example, our large-scale cargo towers keep high-value refrigerated products – such as pipfruit and meat – in premium condition and maximise the efficient use of our footprint. We also work on bespoke solutions with customers, such as the product damage reporting app we've developed for pulp exporter WPI so they can trace where product damage has occurred in transit.



COLLABORATIVE PARTNERSHIPS

We foster collaborative partnerships with those that have shared aspirations and interests to build a thriving region and sustainable business. This includes national and local government, the port and transport industries and our local community.

Engaging early: Our team are part of industry, stakeholder and community groups. We've established working groups, regular meetings and specific events with key stakeholders to address operational issues and consult on proposed developments early, such as our planned new wharf.

Sponsorship and community partnerships: Napier Port is committed to nurturing the community we're part of. Our partnerships include sponsoring the Napier Port Harbour to Hills triathlon, which helps build a stronger, healthier community and showcases our stunning region. Support for the arts and education includes our sponsorship of MTG Hawke's Bay. We also support water safety and recreation, and celebrate our maritime connection and the achievements of our primary sector, such as the Napier Port Hawke's Bay Primary Sector Awards.

Engaging iwi and mana whenua hapū: Napier Port shares common goals with iwi and mana whenua—

a long-term commitment to the people of our region, our environment and our economy. We're developing the first long-term cultural monitoring programme to help protect, monitor and assess the health of the marine environment – using cultural indicators – during the planned development of 6 Wharf. We've also employed Napier Port's first Pou Tikanga – Infrastructure Environmental and Cultural Advisor and started a formal programme to strengthen our cultural capability.

Protecting wildlife: We work closely with the Department of Conservation and local experts to understand the behaviour and needs of the flora and fauna on-port. This helps us to protect the species that live here and their habitats. We are developing New Zealand's first on-port sanctuary to protect the kororā, or little blue penguin. The sanctuary is also providing research and education opportunities with our community, including local schools.



HARNESSING DATA AND TECHNOLOGY

A key focus of Napier Port's strategy is to capture and harness data and technology to deliver productivity gains for customers.

We're small and agile enough to test new technologies but big enough to invest. We encourage our people to innovate and have developed a number of world-leading technologies that benefit our customers.

NZ's only mobile harbour crane simulator: In 2015, we invested in a mobile harbour crane simulator to reduce the time it takes to train our own staff and allow them to be trained in a safe and controlled environment. The introduction of the simulator has also led to strong collaboration with our teams and other ports.

Building intelligent software solutions: Napier Port looks for innovative ways to manage cargo and improve productivity. A recent example includes developing software to streamline container planning, which has allowed us to reduce the time it takes us to plan how we stow export containers on a vessel.



NETWORKED INFRASTRUCTURE

We connect our businesses to their markets with an established and growing infrastructure network, which we operate as an integrated and intelligent system.

Extending services beyond the port gate: Napier Port's on-port footprint is finite. We're looking outside the gate to find customer solutions and integrate them with a supply chain that brings the port closer to its customer.

We've invested in the Manawatu Inland Port, developed a Thames Street container depot facility and purchased industrial land in Whakatu, which is earmarked for a future freight hub.

See page 22 and 23 for more information on our freight hubs.



OUR FOUNDATION: CULTURE OF CARE

Our culture of care is pivotal to achieving our strategy, goals and objectives. We support a strong and resilient culture, encouraging care for our people, the local community and the environment.

We are committed to ensuring the safety of our people and others who visit and work at Napier Port sites; and we value wellbeing, personal and professional development, and diversity at work.

We're also focused on protecting our environment and ensuring we have the systems in place to protect biodiversity, minimise waste and conserve energy.

We've developed a sustainability framework, based on the United Nations Sustainable Development Goals, and are now creating a sustainability strategy that will detail key strategies, actions and targets over the short and long term to guide us into the future in a balanced and sustainable way.

OUR LOCATIONS

NAPIER PORT

Napier Port is an established long-term infrastructure asset made up of approximately 50-hectares of land on-port and a 1.5-kilometre breakwater.

The port is a key gateway to and from global markets for Hawke's Bay and central New Zealand. The majority of Hawke's Bay primary produce exporters are located within 100 kilometres of the port, providing a nearby, cost-effective route to market with excellent road and rail connectivity.

NAPIER PORT'S KEY FEATURES AND STRENGTHS

- Around 50 hectares of land on-port
- Easiest and fastest access to international markets for high-value international exports
- Strategic location on the eastern shipping lane and easy port of call for shipping lines
- Good accessibility for shipping lines with easy to navigate shipping channels
- Full access to international markets for exporters
- Reliable and high-quality service to container shipping lines
- Good road and rail connections, connected to principal road and rail networks
- 1,000 connection points for refrigerated cargo
- Capacity to grow
- Full container services: handling, marshalling, storage, crane operation, stevedoring and packing
- Operates 364 days a year, 24 hours a day.



THAMES STREET EMPTY CONTAINER DEPOT

The empty container depot at Thames Street is a key logistics hub in central Napier's industrial area that we have developed over the past four years to free up space on-port.

Around 5 hectares is already in use while a secondary, adjacent site provides the port with capacity to grow. The area is situated around 3.5 kilometres from the port with good road networks and rail connectivity options for the future.

KEY FEATURES AND STRENGTHS

- 11.6 hectares of empty container storage
- Open six days a week and supported by eight dedicated and experienced staff
- Located en route to port and easily accessible from key arterial road infrastructure
- Industrial zoning.





WHAKATU

12.3 hectares of land has been purchased in Hawke's Bay's industrial area of Whakatu – with good road and rail connections – for the potential development of an inland port. This provides an opportunity to expand our container storage capacity and improve container handling performance as well as reduce truck volumes as the port grows.

KEY FEATURES AND STRENGTHS

- 12.3 hectares
- Ready for future development
- Road and rail connections
- In the centre of Hawke's Bay's future industrial heart
- Provides the port with capacity to grow.

MANAWATU INLAND PORT

In partnership with Ports of Auckland and Halls Transport, Napier Port has developed a 1.9 hectare container yard and 2,170 square metre warehousing facility at the Manawatu Inland Port. Palmerston North is the logistics epicentre for the lower North Island.

KEY FEATURES AND STRENGTHS

- 1.9 hectares
- 2,170 m² warehousing
- Container yard
- Container wash facilities
- 1,200 m² cross dock facility
- Road and rail connections.



6 WHARF:

BUILDING FUTURE CONNECTIONS

Napier Port has a major project underway to build a new wharf that will support ongoing growth for our customers and region.

In November 2018, following significant consultation, we secured six resource consents to build the wharf at the northern end of the container terminal, and deepen parts of the harbour so we can welcome more and bigger ships amidst regional growth.

The wharf will be long enough and the berth pocket deep enough to handle the largest vessels we expect will visit Napier Port in the next 30 years.

Napier Port plans to start 6 Wharf at the end of 2019 and expects to complete it in 2022.

BENEFITS OF 6 WHARF

- **Reduced congestion**

6 Wharf will significantly improve operating efficiency by reducing secondary vessel movements (temporarily moving vessels off wharves to accommodate other vessels) by an estimated 100 movements per year and providing capacity to handle an increased number of ship visits. It also frees up capacity on other berths.

- **Ability to handle larger vessels**

6 Wharf will be able to handle container ships up to 320 metres in length and with a 48-metre beam, and cruise ships up to 360 metres long. We've received resource consents to dredge up to 14.5 metres in the swing basin and harbour entrance to accommodate larger vessels.

- **Extend our container vessel capacity**

Use of the port's current container wharf, 5 Wharf, was 66 percent during the summer peak period in 2018/19, which is above best practice guidelines.

- **Berthing of all vessels 24 hours a day**

Currently the berthing of some larger container vessels are limited to daylight hours.

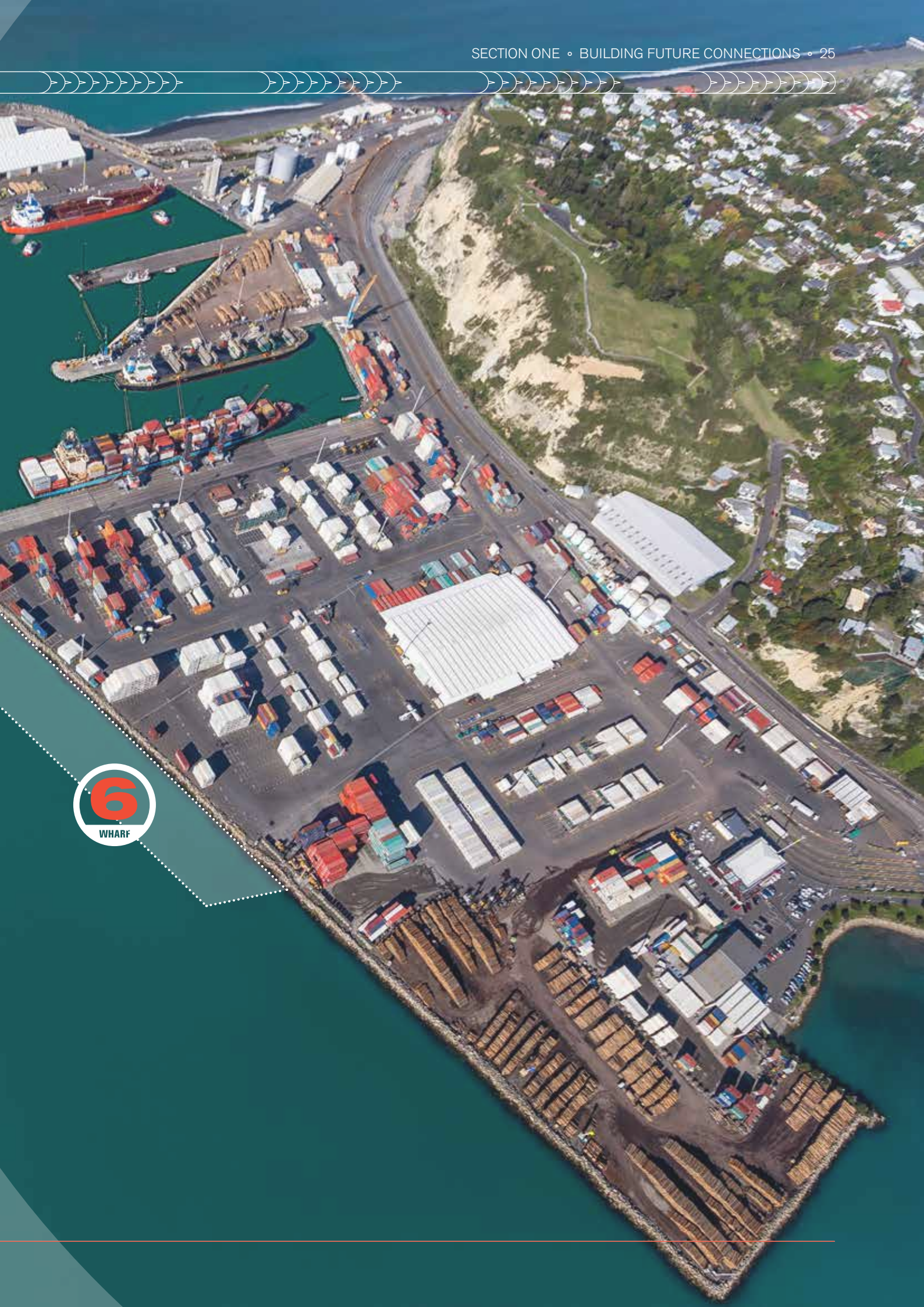
- **Operational agility**

6 Wharf will be multi-purpose, used for both container and cruise ships, and adaptable. This includes offering the potential to support twin lift ship-to-shore gantry cranes in the future if needed (Napier Port currently uses mobile harbour cranes).

- **Operational resilience**

In addition to increased berthing options, 6 Wharf's design improves the port's resilience to a significant earthquake.







SECTION TWO

DEVELOPING THE MASTER PLAN

MASTER PLAN PROCESS

Napier Port's 2019 Master Plan builds on our 2012 plan but for the first time includes widespread customer, industry and public input.

It provides the blueprint for how we plan to invest and develop our infrastructure – such as buildings, equipment, roads and rail – to support our operations, our customers and the regional economy over the next 30 years. We consulted with stakeholders, looked at future trade scenarios and trends, as well as changes in the shipping industry, to determine the investments we may need to explore in the coming years. We will use the Master Plan to guide conversations with our stakeholders and ensure sustainable development of the port.

APPLYING A RECOGNISED MASTER PLANNING PROCESS

We started working on the Master Plan in July 2018, adopting a contemporary three-step process that is aligned to international best practice.

Public consultation took place in November 2018 and ongoing dialogue with our stakeholders about our future plans is an integral part of the Master Plan. We welcome feedback at any time.

JUL - DEC 2018

STAGE ONE

Baseline research

- Gathering information and collecting data, such as trade and shipping forecasts
- Identifying and mapping existing infrastructure, supply chains, social and environment assets, and resources
- Customer interviews and public consultation on issues for Napier Port to consider and prioritise
- Identify key issues/strategic objectives.

JAN - APR 2019

STAGE TWO

Master Plan development options

- Establish options evaluation framework
- Define trade scenarios
- Infrastructure needs analysis of land, berths, equipment, services and transport
- Define and identify plausible development options
- Evaluate options.

MAY - DEC 2019

STAGE THREE

Finalise Master Plan

- Refined analysis
- Produce draft Master Plan
- Release preliminary draft of Master Plan to public/industry for feedback
- Review and incorporate feedback
- Finalise Master Plan.

ONGOING STAKEHOLDER ENGAGEMENT AND FEEDBACK

STAKEHOLDER INPUT HAS HELPED TO SHAPE THE PLAN

We undertook a materiality assessment to produce this plan, which involved in-depth interviews with customers, a public online survey, and insights from discussions and documents produced by local and central government, business and industry groups and transport agencies. This helped us to identify the issues and opportunities that matter most to our stakeholders.

1. WHAT OUR CUSTOMERS TOLD US

The Port's primary focus is to facilitate trade, ensuring we have the right infrastructure at the right place and time to service shipping lines and shippers in our catchment.

We have three main customers with varying infrastructure and service requirements.

1. Bulk cargo owners: the exporters and importers of cargo that is shipped unpackaged in large quantities.
2. Containerised cargo owners: exporters and importers of cargo shipped in 20-foot or 40-foot containers, either refrigerated or dry (ambient) containers.
3. Shipping lines: the companies that run and operate the vessels that visit Napier Port.

Additionally there are a number of other commercial relationships we have with freight forwarders, transport operators, freight collectives and third-party logistics providers.

CONTAINER SHIPPING LINES

The state of international and domestic freight markets are volatile, which is expected to continue. This is driving a number of key trends in the global container shipping industry, including:

- Growing vessel sizes; and
- Shipping line consolidation as lines strive for economies of scale and increased efficiency.

The companies we spoke with told us Napier Port needs to focus on the following issues and opportunities to maintain our relevance as a port of call for them in the future:

- Accommodate ships that are longer, wider and able to carry more goods as shipping lines aim to maximise each port visit.
- We need infrastructure to improve capacity, productivity and service levels. For example, infrastructure that will allow us to ease port congestion, handle larger vessels and ensure no late or missed calls.
- Our infrastructure and operations must be resilient to changes in call frequencies and patterns by shipping lines as they look to reduce their costs and improve profitability.
- Napier Port needs to provide consistent operational performance and add value from arrival to departure.





PIPFRUIT EXPORTERS (CONTAINERISED)

Hawke's Bay accounts for approximately 61 percent of New Zealand's total planted area of pipfruit (apples and pears) and seven percent of Napier Port's export volumes. Growth is expected to continue, with the industry targeting around 50 percent volume growth in the next 12 years.

For our pipfruit clients, getting their products to market quickly is key to preserving the quality and presentation of their fruit. Whatever the port can do to help the product retain its quality and high-consumer appeal – firmness, crispness, juiciness, good physical appearance and flavour – is vital including the following:

- We need to ensure we provide and maintain operational excellence to keep international shipping lines calling at Napier Port to maximise international connectivity and reduce export timelines.
- Dedicated berths that are not affected by congestion in the cruise season or from other trades.
- Provide a high-level of protection with strong controls in place to manage biosecurity risks, pests and disease as cargo volumes and tourism grows. Any significant biosecurity event could threaten supply and demand for pipfruit exports and increase production costs for growers and producers.
- Opportunities to streamline the export process. Developments such as our inland hubs are helping to reduce congestion and waiting time on-port, assisting with getting products to market more quickly.
- Good road connectivity to the port is vital, and potentially rail in the future, as well as options to increase the amount of product in each trip.
- The sector is open to strengthening collaboration with Napier Port to address the anticipated future growth in pipfruit and industry challenges, such as the need for more labour and cool store capacity.





EXPORTERS OF FORESTRY PRODUCTS

Forestry harvests in Hawke's Bay have increased in volume and are expected to grow over the next five to ten years as more trees come to maturity.

For our pulp, lumber and log exporters, getting their products to market quickly, cost-effectively and in top condition is key. They are looking for the port to increase its capacity and to reduce supply chain costs over time.

a) Pulp and lumber exporters are generally looking for:

- The infrastructure and efficient on-port operations to keep export costs down, ease congestion and ensure no late or missed calls for shipping line services.
- Transporting pulp in containers is attractive as it simplifies the handling and has been found to extend the customer reach across Asia.
- Infrastructure and services to support larger ship sizes so they can export larger parcels and keep costs down.
- As volumes grow, ensuring the port continues to have the necessary site storage/warehousing facilities.
- Continued collaboration with KiwiRail to improve rail connections to the port and protect against service reliability risks so exports can switch to rail transport modes if required.

b) Log exporters are generally looking for:

- Faster ship turnaround times, achieved by alleviating berth and weighbridge congestion.
- Improved rail infrastructure and services, such as ease of rail access and handling, as well as better truck accessibility through town and into the port.
- As volumes grow, ensuring the port continues to have the necessary site storage and labour in place.
- Ways to help manage sustainability challenges, such as bark entering the marine environment and challenges with fumigation as legislation to recapture or ensure no methyl bromide emissions at the end of fumigation comes into place in 2020.

CRUISE SECTOR

With Hawke's Bay's wide range of tourist attractions, Napier Port is a growing gateway for cruise visits and one of the key ports of call in New Zealand. In 2018 cruise tourism brought an estimated \$23 million into the Hawke's Bay economy⁵.

The number of visits to Hawke's Bay has increased over the past seven seasons. The port expects 87 visits in the 2019/2020 season and for the number of calls to continue to increase each year through to 2048.

Our cruise ship customers are looking for ports that provide the best experience for their customers and infrastructure that supports trends in their industry, including:

- Ensuring there are no delays or changes to the schedule.
- No limit on the number of cruise calls each season.
- A safe and secure port with safe shipping channels that allow for easy navigation.
- Infrastructure that supports growing cruise ship sizes.
- Working towards dedicated berth and on-port facilities that improve the transfer experiences for passengers and support guests to walk off a ship into the city.

FERTILISER, LIQUID BULK AND BITUMEN IMPORTS

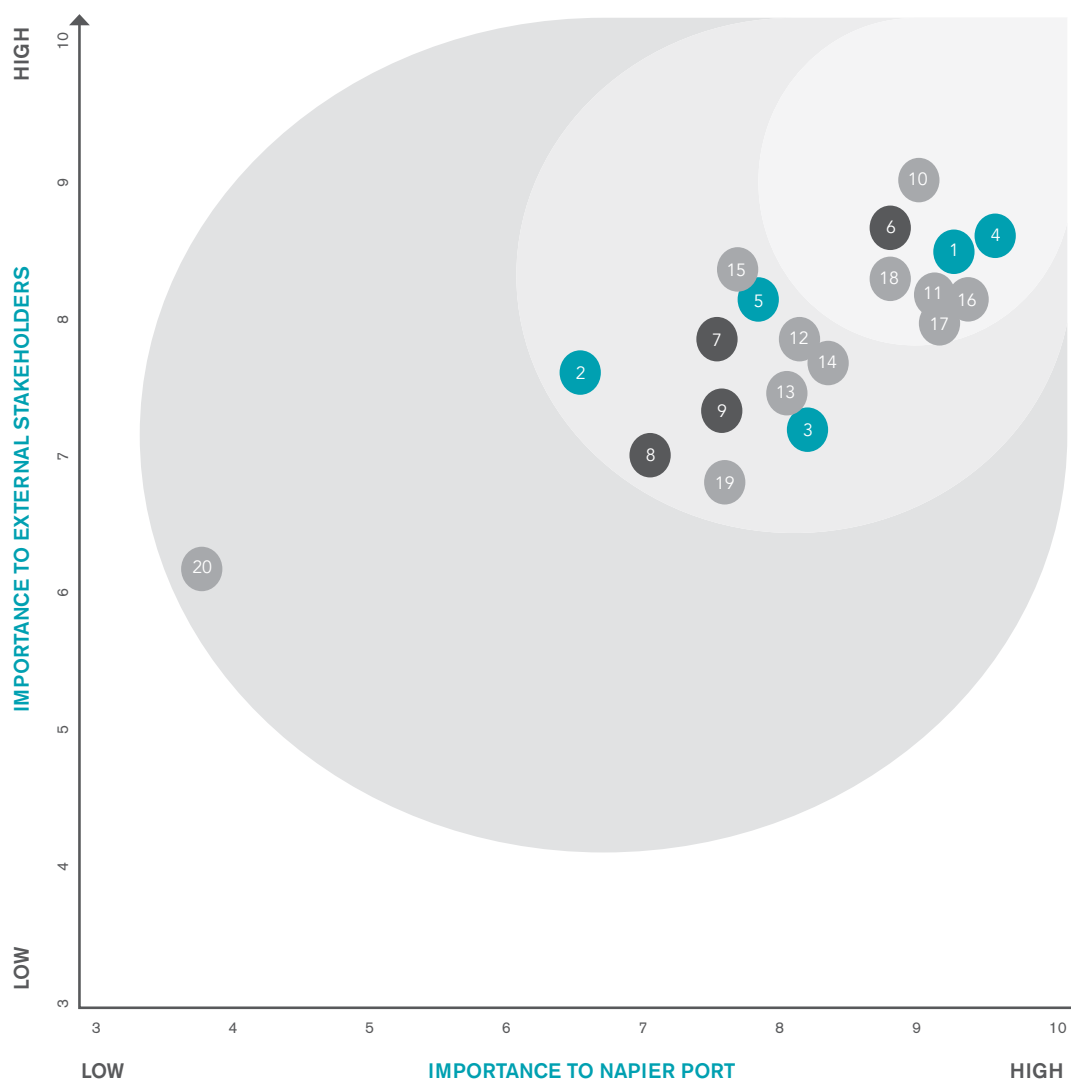
For import clients, an efficient, secure, reliable and productive port is key to delivering products to consumers quickly and when they need it. The following are just some of their key requirements:

- Ensuring Napier Port has the infrastructure and services to respond to potential growth, prevent port and berth congestion, and support an increase in the share of products that can be distributed by rail.
- Initiatives to work with customers to improve their supply chains in the future.

⁵<https://www.stats.govt.nz/information-releases/cruise-ship-traveller-and-expenditure-statistics-year-ended-june-2018>

2. WHAT THE COMMUNITY AND OUR TEAMS TOLD US

We ran an online survey that the general public, port staff and our customers were invited to participate in to tell us what they think are the most 'important issues' for Napier Port to focus on.



PEOPLE/COMMUNITY	ENVIRONMENT	PROSPERITY
1. Napier Port's 'vision for the future' 2. Reducing impacts on neighbours 3. Creating a positive link between Napier Port and Napier City 4. Port security and the safety of people working there 5. Clarity on staged development	6. Protecting our environment and minimising Napier Port's impacts 7. Clarity of the need for future dredging programmes 8. Management of separation distances (port buffers) 9. Climate change resilience	10. Growing Hawke's Bay's economy 11. Growing cargo volumes 12. Commercial shipping fleet growth 13. Attracting different types of cargo 14. The relationship between Napier Port and Inland Port Facilities (Thames Street & Whakatu) 15. Seismic resilience (lifeline utility) 16. Protecting port access/supply chains (sea channels) 17. Protecting port access/supply chains (road corridor) 18. Protecting port access/supply chains (rail corridor) 19. Cruise opportunities 20. Commercial fishing vessels access

The top eight issues respondents asked us to prioritise (in order), which can be broadly classified into three themes, are as follows:



People



Planet



Prosperity



1. Port security and the safety of people working there.



2. Growing Hawke's Bay's economy.



3. Napier Port's vision for the future.



4. Protecting port access/supply chains (sea channels).



5. Protecting our environment and minimising Napier Port's impacts.



6. Growing cargo volumes.



7. Protecting port access/supply chains (rail corridors).



8. Protecting port access/supply chains (road corridors).

WHAT SOME HAD TO SAY IN OUR SURVEY RESPONSES:

"We need direct calls by lines to get our sensitive cargo to market quickly."

"We need to keep growing, as sustainably and cleanly as possible."

"Attracting different types of cargo will assist in diversity and protect the port against a downturn."

"Larger and wider vessels are more common. We need these direct calls to ensure our cargo gets to market quickly."

"Whakatu is a good development option."

"We need better road infrastructure and design."

"Inland ports are key in the next 10 years."

"Less trucks on the road the better."

"Keep the waterfront road open to trucks."

"(We need) better wharf conditions for (cruise) visitors."

"Cruise ships are most welcome as they make a negligible impact on port noise."

"(Cruise ships are) Good for the local economy."

"Thank you so much for this survey – great initiative and demonstrates that you are getting on with the job."



3. OTHER STAKEHOLDER VIEWS THAT HAVE HELPED TO INFORM OUR PLAN

As well as the formal materiality assessment, we have spoken with the following, either specifically about the Master Plan or through regular meetings, relationships and forums we have. We also used stakeholder feedback from key groups and individuals we consulted with before applying for resource consents to build a new wharf and undertake further dredging; and the experience of previous international ports' master plans.

KIWIRAIL

We recognise the environmental and community benefits of rail-based distribution, particularly for those living near the port and our transport corridors, as we grow.

We work with KiwiRail and our customers to explore mutually beneficial ways to use more rail where it is commercially viable and can deliver strong connections for our customers. Rail-based distribution also has a potential role to play as we develop our off-site depots.

The recent \$1 billion boost from Government to KiwiRail, which will see further investment in rolling stock and a range of rail projects, provides opportunities to improve rail's economic viability and reliability for our customers to make the supply chain more efficient and sustainable.

LOCAL GOVERNMENT

We work in consultation with Hawke's Bay Regional Council, Napier City Council and Hastings District Council, who provide the infrastructure and services to benefit the Hawke's Bay community. This includes land use planning and development assessment processes.

They help to support and improve efficiencies for the port and supply chain, including through the following:

- Zone land to preserve industrial land supply and prevent unsuited zoning.
- Approving developments that are compatible with port operations.
- Setting the noise levels for port operations.
- Ensuring development approvals do not restrict the 24-hour nature of our services.
- Maintaining truck access routes.
- Providing new and upgraded road infrastructure and maintenance.

In the development of this Master Plan we specifically used the Napier District Plan and the Ahuriri Estuary and Coastal Edge Masterplan, both produced by Napier City Council.

NOISE LIAISON COMMITTEE

- Regular meetings are held between residents living close to Napier Port and port management to discuss how we can help to minimise the impacts of our operations on our neighbours.

REGIONAL TRANSPORT COMMITTEE

- We're also involved with the Regional Transport Committee, which includes the NZ Transport Agency. It was set up to prepare and implement a regional land transport plan. The plan sets out policies and objectives for the region's transport system and contains a programme of roading, public transport, walking, cycling and road safety activities.



DEVELOPING SUSTAINABLY

There is a growing awareness amongst our stakeholders of the importance of ensuring we grow sustainably.

While we're delivering for our customers and the economy, we're focused on ensuring that we consider the impact on the planet, our people and our community.

Over the years, we've worked hard to improve our environmental, social and economic performance. But we also know that we can do more to integrate and embed sustainability into our decision-making and daily operations.

At the end of 2018, we started work on our Sustainability Framework. It focuses on four interconnected themes: people/manaakitanga, planet/kaitiakitanga, prosperity/ōhanga ora and partnerships/rangapū.

The next step is to develop a detailed Sustainability Strategy. Using this framework, we will consult with our stakeholders to develop specific goals, targets and actions to report on.

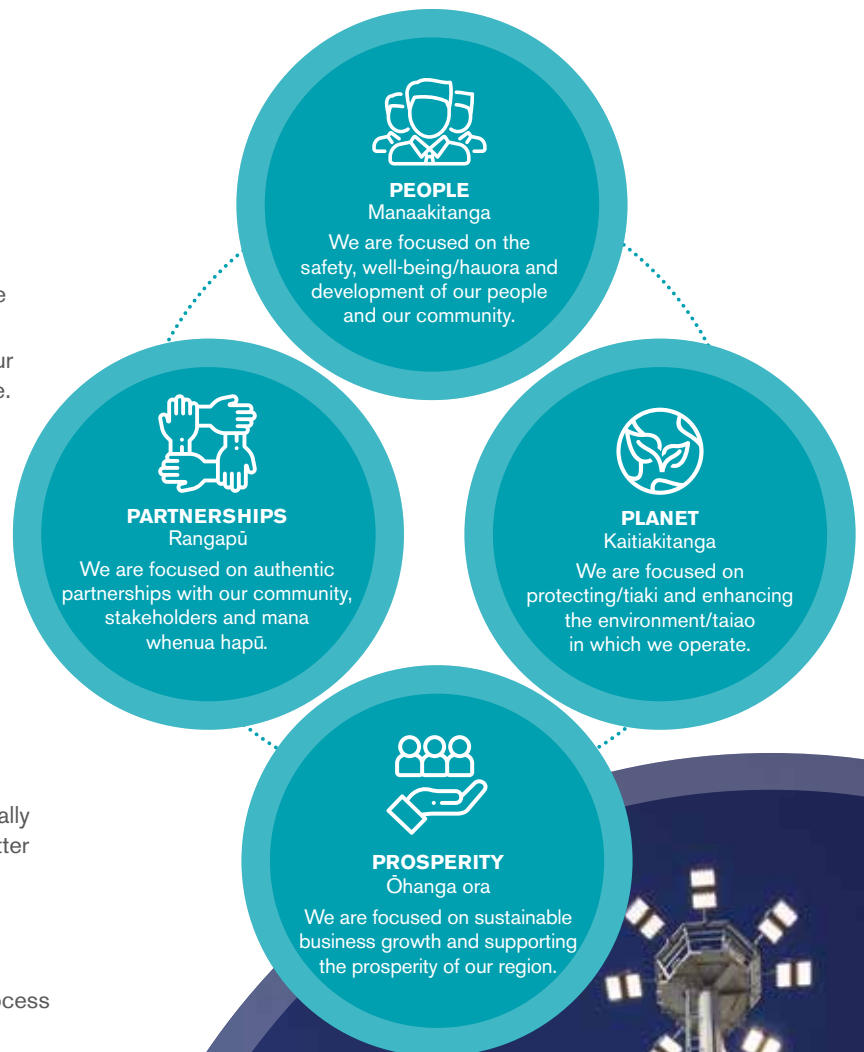
Our work is being guided by the United Nations Sustainable Development Goals, which are globally recognised and provide a blueprint to build a better and more sustainable future for all.

INVOLVING OUR STAKEHOLDERS, AN ONGOING OPPORTUNITY

Involving our stakeholders in the Master Plan process was the first step for Napier Port.

We were happy with the response and have learned that there are more opportunities to reach out and build a stronger understanding of our stakeholders' views.

Awareness and support for our operations is vital for sustainable growth and we are committed to proactively and openly engaging as we pursue new developments and opportunities.



TRADE OUTLOOK

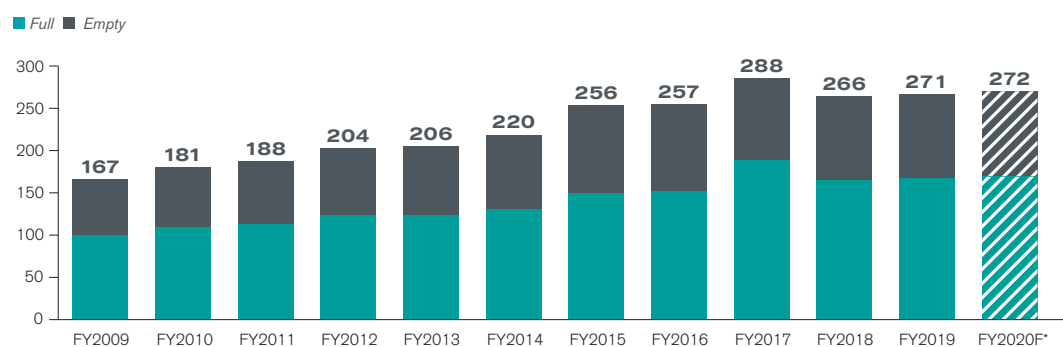
As well as consultation, a number of different future trade scenarios based on different growth estimates and projections were used to determine the infrastructure we may need over the next 30 years.

The development options outlined in this Master Plan provide us with flexibility to adapt to the different growth scenarios. We will only pursue the different development options as required in response to actual trade volumes.

PLANNING FOR GROWTH

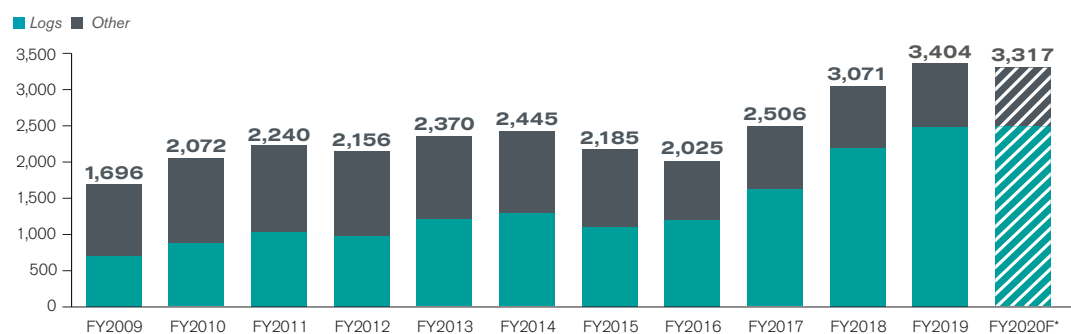
Over the last 10 years we have seen a general positive gain in tonnage and a stable trade pattern in the primary sector supported by strong trade growth with China in particular. The future trade scenarios that have informed this plan show growth is expected to continue.

CONTAINER VOLUMES FY2009 TO FY2020F, 000 TEUS

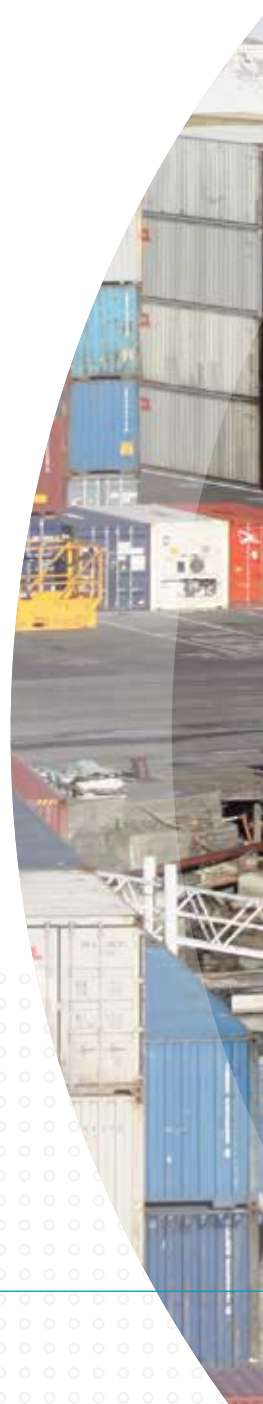


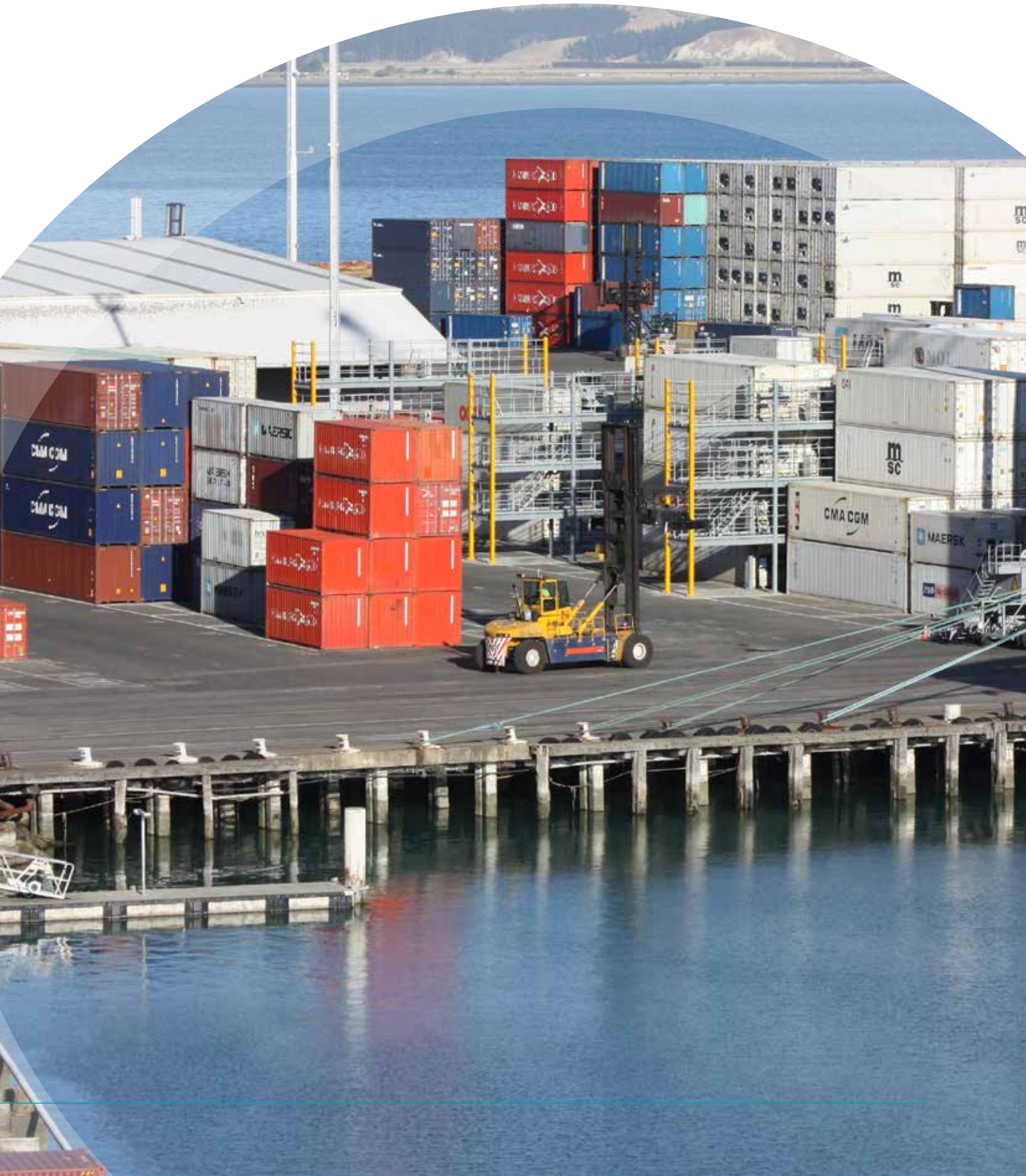
Note: Full container includes DLRs; Increase in FY2017 container volumes partially due to the impact of the Kaikoura earthquake on CentrePort Wellington.

BULK CARGO VOLUMES FY2009 TO FY2020F, 000 TONNES



* Source: Napier Port Holdings Limited Product Disclosure Statement dated 15 July 2019.





FUTURE VESSELS: SHIPS KEEP GETTING BIGGER

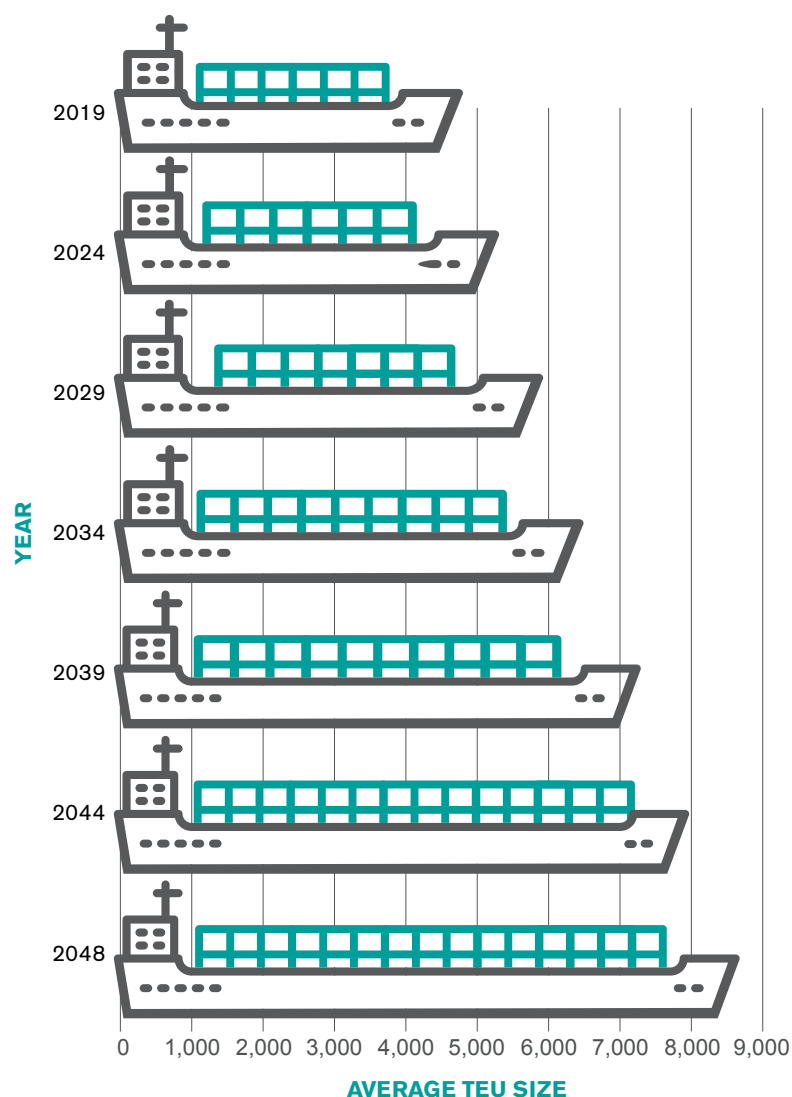
Vessel sizes, in particular container ships, are getting bigger to service the worldwide increase in container trade and the consolidation of freight networks by shipping lines to achieve economies of scale. As vessels on the major East–West container shipping routes are replaced by new and larger vessels, existing larger tonnage vessels are cascaded down into smaller trade lanes like New Zealand.

CONTAINER SHIPS

The trend for larger container vessel sizes to visit Napier Port looks set to continue as trade volumes increase.

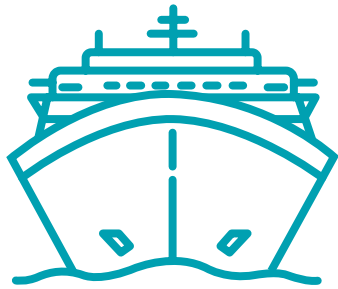
The largest container vessel currently calling at Napier Port has a maximum capacity of 5,762 TEUs. Based on growth indicators and shipping industry trends, ships of between 8,000 TEUs to 12,000 TEUs could be expected here on some service routes within the next 30 years, with a beam (width) of up to 48 metres and a length of up to 335 metres. The exact timing is difficult to predict but we could be looking as early as within the next 10 years for at least 8,000 TEU vessels to start visiting.

AVERAGE SIZE OF CONTAINER SHIPS VISITING NAPIER PORT



CRUISE SHIPS

Cruise ships are also growing in size⁶. Napier Port is able to service the largest size ships that are currently visiting New Zealand's shores. In January 2017, we welcomed the Ovation of the Seas.



OVATION
OF THE SEAS

348m

long cruise ship



More than

4,000

passengers



1,300

crew

In the next 30 years we expect to welcome the Oasis Class, which are cruise ships that are around 360 metres long, 51 metres wide and 9.8 metres deep.

Other vessels carrying logs, fertiliser, tallow and oil are also increasing in size though not as significantly.

FUTURE SHIP CALLS: MORE SHIPS TOO

Based on future trade scenarios, the number of vessel calls to Napier Port per year is also expected to increase, largely off the back of the growing log volumes and tourism. To some extent the growth in container volumes is expected to be served in the first instance by increased ship sizes, which can accommodate more cargo.

⁶Source: Company information. (1) Sourced from Stats NZ. (2) Includes passengers and crew





A large, light green curved graphic element, resembling a stylized arch or a wide smile, positioned behind the main title text.

SECTION THREE

THE 30 YEAR PLAN

A SNAPSHOT OF OPTIONS

DEVELOPMENT OF PORT INFRASTRUCTURE TO FACILITATE FUTURE GROWTH

We have already made a number of critical investments to support growth. However, over the next 30 years there are options we will need to explore to support sustainable growth. The timing and actions are dependent on actual trade volumes and developed in consultation with relevant stakeholders.

LOG, PULP AND FERTILISER FACILITIES

- As log volumes grow we need to increase the amount of on-port storage and reduce the time logs stay on-port.
- The port will continue to work with industry and our tenants on the legislative controls around the use of methyl bromide.
- Continue to work with customers to improve controls around handling of logs and fertiliser to reduce impacts on the environment.
- Increase on-port pulp storage facilities to suit the largest truck sizes visiting the port.
- Create more paved and covered areas for equipment maintenance and repair to enhance working conditions and environmental management.
- Under a high-growth trade scenario for log volumes, explore options to remove on-port storage sheds and expand the log storage footprint.

CONTAINER TERMINAL

- We will need more space to store full containers as volumes grow.
- Continue the staged relocation of empty depot container services to the Thames Street Empty Container Depot to free up space on port for stacking full containers as we grow.
 - Progressively look to develop our land parcel in Whakatu to support exporters and importers in the surrounding area.
- Start the phased expansion of the container yard behind 6 Wharf as required in response to trade volumes.
 - Add extra entrance gates to the container terminal.
 - Napier Port uses mobile harbour cranes, which provide flexibility and seismic resilience (as they can be moved). However, at some point in the future the port may need to explore gantry cranes as volumes grow.
- Increase the power supply network in line with the future growth of the container terminal.

SHIPPING CHANNELS

- We have resource consent to undertake dredging in stages as required to a depth of up to 14.5 metres. We will only deepen as required in response to visiting ship sizes.



DEDICATED SERVICE CRAFT BERTHING AREA

- Consider options for the establishment of a dedicated service craft berthing area for vessels, such as tugs and pilot boats.

COASTAL STABILISATION

- Longer-term, undertake coastal stabilisation to enhance the coastal interface along the eastern boundary beach area and increase the port's resilience against high storms and climate change.

EASTERN ENTRANCE

- As volumes grow add an additional lane to the eastern entrance to prevent congestion and reduce truck waiting times during busy periods.
- Explore options to reconfigure rail sidings to enhance efficiency and safety.

3 WHARF

- Longer-term (10 years or beyond) improve the functionality of 3 Wharf by realigning it so it can handle heavy machinery, accommodate larger vessels and enhance vessel navigation. This realignment will only take place as required in response to trade volumes.

RAIL TERMINAL

- Develop an on-port rail terminal to further accommodate a shift towards more cargo being transported on rail.

WESTERN ENTRANCE

- The port needs to maintain its focus on initiatives that will help reduce noise, road traffic, visual impacts and emissions as volumes grow.
- Upgrade the western junction to further accommodate a shift towards more rail, including considering reconfiguring the entrance and exit gates.

6 WHARF

- Build 6 Wharf and undertake associated stage one dredging by 2022 to reduce congestion, reduce secondary ship movements, welcome more and bigger ships and provide us with better access to 4 Wharf.
- Invest in new mobile harbour cranes to service wider-beam container vessels, and ensure we can accommodate gantry cranes if required in the longer-term.
- Investigate options for a dedicated cruise terminal facility long term (beyond 10 years).
- 6 Wharf provides more flexibility to establish dedicated berths aligned to specific cargo types to reduce double-handling and cargo transfers around the port.





OPTIMISE, GROW CAPACITY, PARTNER AND PRESERVE

Over the next 30 years we will need to explore a number of options to address growth sustainably.

The timing of the actions are dependent on actual trade volumes and will be developed in consultation with our customers and relevant stakeholders.

These options set out a pathway to guide our decision-making and inform discussion. We're committed to communicating our plans and taking others with us as we go.

We know we need 6 Wharf, our inland freight hubs and a new tug to support growth; but whether, and when, we pursue the remaining options will depend on actual trade volumes.

Whatever options we do pursue will be pursued in line with our sustainability strategy and four objectives in mind:



OPTIMISE

Maximise productivity with the existing land and infrastructure we have.



GROW CAPACITY

Even with more efficient operations and land use, additional port capacity is needed over the next 30 years to service growing trade volumes.



PARTNER

Work with key stakeholders to achieve our objectives.



PRESERVE

Ensure we protect and improve our environment as we grow.



PLANS ALREADY UNDERWAY

6 WHARF

The Master Plan process has confirmed that our plans to build a new wharf (6 Wharf) by the end of 2022 are absolutely critical to support future growth. 6 Wharf puts Napier Port in a good position to address operational constraints and handle growing trade volumes.

We have all the necessary resource consents to build the wharf and undertake associated dredging and plan to start work at the end of 2019, with completion planned in 2022.

See page 21 for more information on 6 Wharf.

INLAND SITES SUPPORTING PORT CAPACITY

Our freight hub in Thames Street, inland port at Manawatu and the 12.3 hectares of port-owned land in Whakatu provide the necessary flexibility to facilitate future growth.

All are well connected to road and rail, and can be further developed as inland terminals with off-site cargo storage facilities and other logistics services. They offer a sustainable solution to meet the needs of growing freight volumes by freeing up space on-port for customer solutions that require direct access to berths and other on-port infrastructure.

For more information on our freight hubs and intermodal terminal see page 22.





OPTIMISE

Maximise productivity with the existing land and infrastructure.

Napier Port's on-port land and infrastructure is in demand and finite. To ensure we operate sustainably, both financially and environmentally, we need to continue making the most of what we have, optimising the use of our existing infrastructure and resources.

Our options over the next 30 years

- The completion of 6 Wharf will help us to proactively manage commercial berth allocations to minimise the movement of cargo around the port and allow us to proactively manage the cruise berth allocations to minimise impacts on other trade.
- Reconfigure the container yard to allow it to function more effectively with 6 Wharf. This includes optimising the stacking of refrigerated containers and enhancing the power supply.
- Prioritise the allocation of on-port land for uses that require a direct connection to berths for importing and exporting trade by exploring potential options within the port boundary.
- Staged relocation of empty depot container services to Thames Street empty container depot to free up space on-port for container stacking.
- Facilitate local expansion of on-port product storage for cement, bitumen and specialist liquid bulk products.
- Support the growth of the Port Pack service offering on-port and longer term (beyond 10 years).
- Expand the log stacking area behind berth number 4 to better match the average parcel size characteristics of export logs.
- Optimise port equipment and operational zones to improve operational efficiency and land use productivity. This includes weighbridge locations and wash bay facilities.
- Investigate options to shift non-seasonal trade to quieter seasons to free-up space on-port during the busy season.
- Continue to work with the NZ Transport Agency and customers to trial future transport options and/or larger vehicles, such as B Double trucks, to mitigate against future increases in road vehicle movements.
- Look to improve the effectiveness of rail infrastructure on the port and work with customers to grow the share of cargo that is transferred to the port by rail.
- Improve the intensity of log stacking across the port footprint.
- Consolidate container maintenance and repair to free up port land for cargo users.
- Enhance biosecurity controls at the port as cargo and tourism increases.
- Longer term, undertake coastal stabilisation to beach areas to improve available land footprint.
- Add extra entrance gates to the container terminal and consider reconfiguration of the entrance and exit gates.





GROW CAPACITY

Even with improved productivity and use of existing land, new infrastructure will be required over the next 30 years to efficiently service growing trade volumes and facilitate growth for our customers and region.

Our options over the next 30 years

- Build 6 Wharf by 2022 to reduce congestion and welcome more and bigger ships as well as provide us with better access to 4 Wharf.
- Invest in new mobile harbour cranes to service the wider-beam container vessels and maintain the option to install new gantry cranes on 6 Wharf. Explore options to invest in new container yard handling and stacking equipment.
- Improve the functionality of 3 Wharf to provide more storage room for logs, enhance navigation and accommodate larger vessels and volumes in response to trade volumes.
- Progressively look to develop our land parcel in Whakatu to support exporters and importers in the surrounding area.
- Investigate options for a dedicated cruise terminal facility in longer term (beyond 10 years) allowing passengers to walk to the city and improving passenger experience.
- Consider options for the establishment of a dedicated service craft berthing area.
- Start the phased expansion of the container yard behind 6 Wharf in future in response to actual trade volumes.
- Develop an on-port rail terminal and upgrade the western junction further to accommodate a shift towards more cargo being transported on rail.
- Add an additional lane to the eastern entrance to remove congestion and reduce truck waiting times during busy periods.
- Under a high log growth scenario, explore options to remove on-port storage sheds and expand the log storage footprint.





PARTNER AND PRESERVE

We recognise that we cannot achieve the objectives in this plan without working in partnership with our many stakeholders in a coordinated way. We also recognise the need to ensure we protect our environment.

Napier Port will not achieve optimum capacity if road and rail connections to and from our facilities are limited. Communicating with NZTA, KiwiRail and other government agencies is vital.

We will also continue to communicate openly with port customers and users, government agencies, the industry and the community, and recognise that strong governance and communication is crucial in the management and delivery of sustainable solutions that protect shared interests.

Our options over the next 30 years

- As truck volumes increase, we will advocate and work closely with NZTA and our customers to promote the increased number of TEU transported per truck, such as B-Double trucks.
- Explore options for further visual and noise impact mitigation features at the interfaces of the port and the community.
- Work with NZTA and other partners to secure timely delivery of road and intersection upgrades near our port and depots to meet growing freight demands.
- Continue to work with the pipfruit industry to unlock capacity constraints in their supply chain using port land assets and operational systems.
- Work with KiwiRail to improve the freight rail system to facilitate a reliable and cost-effective mode of transport. We will also support opportunities to increase the amount of freight in one visit, such as double-stacking trains. Provide the infrastructure to support the use of rail which is more energy efficient than road and helps to reduce noise and air emissions.
- Explore opportunities to develop (common) multi-user facilities or services on or off-port as a means of addressing future trade growth and supply chain efficiency challenges.
- The Port will continue to work with the Napier City Council and the New Zealand Transport Authority to advocate for ensuring land use surrounding the main highway corridors remains compatible.
- Continue to consult and communicate transparently with our customers to understand changing needs. We will do this through regular meetings and engaging on issues of importance as well as the public consultation process around our Master Plan, which will take place every five years.
- We will also engage with our community and other stakeholders around operation and construction activities, initiatives and interventions we are taking to manage against adverse effects, such as noise, trucking movements, and new development options that may impact them.
- We will ensure we use our channels to receive and respond to feedback on operational impacts and opportunities are provided to have input into development and planning processes, including the Master Plan process.
- 6 Wharf will ensure we have the infrastructure in place to receive larger vessels, which are more environmentally friendly than multiple smaller ships.
- Implement improved surface water run-off system controls as part of new port development to reduce impacts on the marine environment.
- Continue to enhance and follow best practice environmental practices as identified in our Sustainability Framework and strategy.

See our Sustainability Framework: 'Building a Sustainable Future' for more information on our strategy to improve environmental and social outcomes and embed care for people, planet, partnerships and place into our everyday operations and long-term planning.







FEEDBACK

Napier Port's Master Plan provides a blueprint to guide our infrastructure investment over the next 30 years and support sustainable growth of our port, customers and the regional economy. We will finalise the plan early next year and update it as a business every year, consulting with our community every five years. To provide feedback on this preliminary draft or discuss our plans at any time, email masterplan@napierport.co.nz or call our infrastructure team on 06 833 4387.

