



Dalrymple Bay
Infrastructure

Sustainability
Report
2021

DBT Sustainability
Handling
with care.

Acknowledgement of Country

In the spirit of reconciliation, Dalrymple Bay Infrastructure Ltd acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Important Notices

No reliance on this document

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Industry and market data

DBI has commissioned AME Mineral Economics Pty Ltd (AME) to provide certain information for inclusion in this document. Information provided by AME is referred to in this document as 'AME'. This document, including the Future Outlook section, uses market data, statistics and third party estimates, projections and forecasts relating to the industries, segments and end markets in which DBI operates. Such information includes, but is not limited to statements, statistics and data relating to product segment and market share, estimated historical and forecast market growth, market sizes and trends, and DBI's estimated market share and its industry position. DBI has obtained significant portions of the market data, statistics and other information from databases and research prepared by third parties, including reports and information prepared by the AME and other third parties, and other sources. AME has advised that (i) information in their databases is derived from their estimates, subjective judgements and third-party sources,

(ii) the information in the databases of other coal industry data collection agencies will differ from the information in their databases, (iii) that forecast information is highly speculative and no reliance may be placed on this data. In the compilation of the AME statistical and graphical information will be unreliable, inaccurate and will contain errors of fact and judgement. It is subject to full validation and the provision of such information requires investors to make appropriate further enquiries. Investors should note that market data and statistics are inherently predictive, subject to uncertainty and not necessarily reflective of actual market conditions. There is no assurance that any of the third party estimates or projections contained in this information, including information provided by AME, will be achieved. DBI has not dependently verified, and cannot give any assurances to the accuracy or completeness of, these market and third party estimates and projections. Estimates involve risks and uncertainties and are subject to change based on various known and unknown risks, uncertainties and other factors.

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Website

DBI maintains a website at www.dbinfrastructure.com.au. Any references to documents included on DBI's website are for convenience only, and information contained in or otherwise accessible through this or a related website is not a part of this document.



Dalrymple Bay
Infrastructure

DBT Sustainability
Handling
with care.



2020/21 Highlights

85Mtpa

nameplate capacity

82%

Metallurgical coal¹

17%

global seaborne
metallurgical coal exports²

26%

of Australian metallurgical
coal exports³

400+

permanent employees
connected to DBT

Zero

fatalities or serious injuries⁴

Zero

environmental non-compliances
or breaches⁴

98%

of water utilised was captured
on site and recycled

57%

of waste recycled

Dalrymple Bay Terminal (DBT) is a vital link in the global steelmaking supply chain.

The high-quality coal we handle on behalf of our customers is used to build the infrastructure we all depend on, to make the products we all use, and to produce the energy on which we rely.

We play a major role in our region's prosperity and in the community.

Our unique location is both a privilege and a challenge.

We have a responsibility to the environment, and our people, community and stakeholders. We know our future depends on 'Handling "our responsibilities" with care'.

This report is for the year ended 30 June 2021 (2020/2021), in line with the reporting period for the operations of DBT.

We have a responsibility to the environment, and our people, community and stakeholders. We know our future depends on 'Handling "our responsibilities" with care'.

1. DBT Data.
2. Department of Industry, Science, Energy and Resources, for year ended 31 December 2020.
3. Department of Industry, Science, Energy and Resources, for year ended 31 December 2020.
4. Statistics are for the year ended 30 June 2021.

CEO & Chairman Statement

Our whole-of-terminal approach to sustainability means we are committed to our people, the environment and our community, today and in the decades ahead.

Dalrymple Bay Infrastructure Limited (DBI)⁵ is pleased to present our inaugural sustainability report. It has been 12 months since we released the DBT Sustainability Strategy, a joint commitment of DBI and Dalrymple Bay Coal Terminal Pty Ltd, as the independent Operator of the Dalrymple Bay Terminal (DBT).

We are pleased to report our progress and key achievements over the last year that have been pivotal in positioning DBI and DBT for long-term success, demonstrating our commitment to a sustainable future. We acknowledge and thank our terminal Operator for their contribution to the implementation of the Sustainability Strategy.

Year in Review

DBI listed on the ASX on 8 December 2020, and since then we have delivered financial results that demonstrate the resilience of our business to COVID-19 and other disruptions in the metallurgical coal market. DBT is the world's largest metallurgical coal export terminal, handling 17% of global seaborne metallurgical coal in 2020⁶, and plays an important role within the global steel supply chain, and as such continues to be a major contributor to the Australian economy. We remain committed to addressing changing stakeholder expectations and to be transparent in reporting on our environmental, social and governance (ESG) performance, and the way in which we operate and manage risk.

DBT's strong environmental management performance is evidenced through the absence of reportable incidents or breaches of licence conditions during the reporting period. The focus on continuous improvement is demonstrated through ongoing environmental management enhancements and participation in programs to improve environmental outcomes.

DBT continues to support the local community as a major employer and through using local suppliers and purchasing local goods wherever possible. We contribute to the communities where our people work and live, and support a range of local charities.

Planning is underway to accommodate the expected growth in metallurgical coal exports from the Bowen Basin. The 8X Expansion currently under feasibility study would see DBT increase its export capacity to 99.1Mtpa from the current 85Mtpa nameplate capacity. DBI is in the process of developing a sustainability management framework to guide the design, construction and operation of the 8X Expansion, and provide for sustainability monitoring, reporting and evaluation. The framework will align with DBI's sustainability principles and the DBT Sustainability Strategy.

Climate Change Action

In March 2021, we published our position on climate change and our climate change commitment in our 2020 Annual Report. We recognise that while the steel industry is carbon intensive, it has an important role to play in the transition to a low carbon economy, including its use in renewable energy generation. Through our efforts to minimise the energy intensity of our operations, we can actively contribute to the decarbonisation of the steel supply chain. This is an area of significant focus as we continue to work closely with our Operator to set more ambitious goals for reducing the emissions intensity of our operations.

Transition

To remain resilient in a changing landscape, we have commenced the development of an overarching transition strategy which will consider a range of potential metallurgical coal demand scenarios. This will allow DBI to prepare for an uncertain future and consider opportunities to best position and diversify DBI's business.

5. Dalrymple Bay Infrastructure Limited (ACN 643 302 032) and, where appropriate, includes members of the Group.

6. AME, DBT Coal Industry Report (2021).

7. Please refer to our previous release: "Dalrymple Bay Infrastructure to study green hydrogen production and export at Hay Point" as released to the ASX on 18 August 2021 <<https://investors.dbinfrastructure.com.au/investor-centre/?page=asx-announcements>>.

To remain resilient in a changing landscape, we have commenced the development of an overarching transition strategy.

We are excited to be involved in exploring the potential for a green hydrogen production, storage and export facility at DBT under our new Memorandum of Understanding with North Queensland Bulk Ports Corporation (NQBP), Brookfield and ITOCHU Corporation announced to the ASX on 18 August 2021⁷. Investing in green hydrogen would serve a dual purpose of allowing DBT to be part of the global transition to lower emissions energy, as well as to support its customers and value chain to meet the current and future demand for steel.

Looking Ahead

Our priorities for the next twelve months include completing our transition planning, providing more comprehensive reporting on climate-related risk in line with the Task Force on Climate-Related Financial Disclosures (TCFD), pursuing opportunities for growth through progressing the 8X Expansion studies, working with value chain participants to consider emissions reduction opportunities across the entire value chain, and the finalisation of key strategic actions identified in the DBT Sustainability Strategy.

We wish to thank the staff and management of DBI and the Operator for their hard work and resilience over what has been a busy year, and for the successful implementation of the DBT Sustainability Strategy to date. We continue to stand by our commitment of *Handling with Care*, contributing to the sustainable development of the region in which we operate, and shaping a positive future for our people, community and partners.



Hon. Dr David Hamill AM
Chairman



Anthony Timbrell
Chief Executive Officer
and Executive Director

Our Business

DBI is an Australian infrastructure company, and through its foundation asset DBT, aims to provide safe and efficient port infrastructure and services for producers and consumers of high-quality Australian coal exports.

DBT, as the world's largest metallurgical coal export facility, serves as a global gateway from the Bowen Basin and is a critical link in the global steelmaking supply chain.

By providing operational excellence and options for capacity expansion to meet expected strong export demand, DBI intends to deliver value to securityholders through distributions, ongoing investment and capital growth.

Purpose

Provide efficient and reliable infrastructure through sustainable asset management.



Vision

Essential infrastructure for a world in transition.



Values

Respect

We respect our people and put their safety and welfare first.



Reputation

We demonstrate integrity and transparency in all that we do.

Accountability

We act like an owner as custodians of the business.

Quality

We collaborate and innovate to deliver quality.

Trust

We build strong relationships with our people, customers and stakeholders.

Stewardship

We are good citizens and consider our impact on the wider community and the environment.

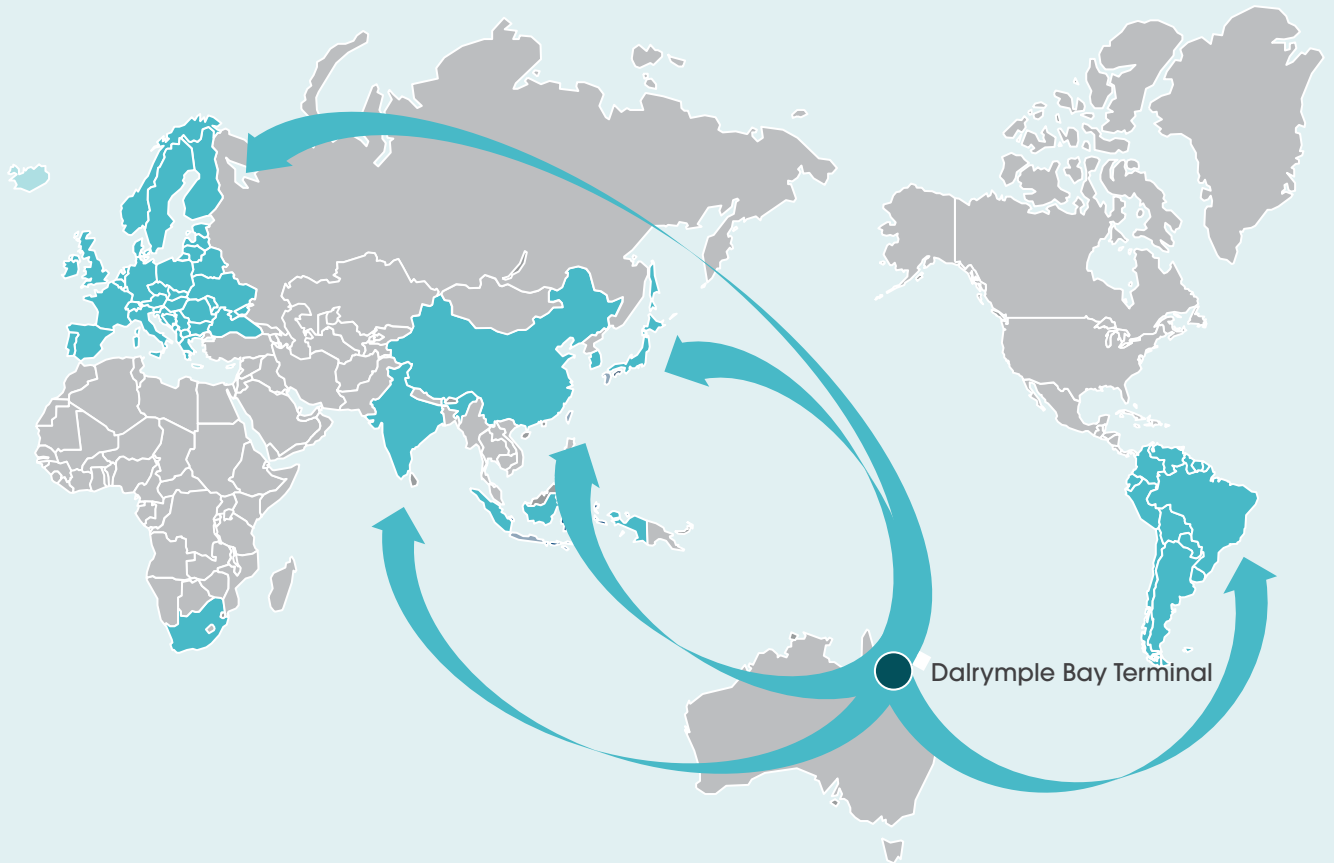


Figure 1: DBT coal export destinations during 2020/2021 financial year

Operations

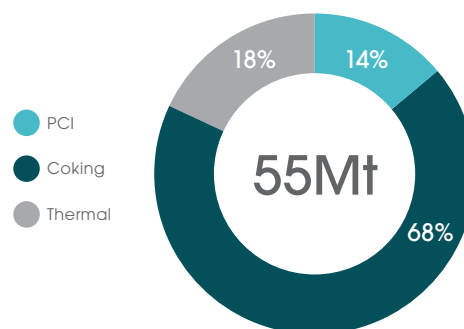
DBT is located within the Port of Hay Point, approximately 38km south of Mackay and 900km north of Brisbane. DBT was constructed by the Queensland Government and commenced operations in 1983 and has operated continuously since that time.

DBT is a regulated multi-user export terminal with a nameplate capacity of 85Mtpa, and is a globally significant export facility. In 2020 DBT handled more than 26% of Australian metallurgical coal exports and 17% of global seaborne export metallurgical coal volumes⁸. Metallurgical coal is used to produce steel, an essential product in the world's industrialised economy, making DBT a critical link in the global steelmaking supply chain and the global economy. Approximately 82% of coal shipped through DBT in 2020/21 was metallurgical coal, with the remaining 18% being thermal coal⁹.

Coal handled by DBT is exported to approximately 26 countries, with key markets comprising large demand centres for export metallurgical coal, including Japan, South Korea, Taiwan and India. DBT is fully contracted until June 2028 on a 100% take-or-pay basis with evergreen renewal options.

During 2020/21, DBT handled 52.1Mt of coal. The contract capacity utilisation rate in 2020/21 was lower than previous years due to the impacts of both COVID-19, the Chinese coal import restrictions and disruptions at some of the mines that service DBT. The lower shipment levels and utilisation rate had no impact on revenue generated by DBI given the take-or-pay nature of the Access Agreements.

Figure 2: DBT throughput product mix



8. Department of Industry, Science, Energy and Resources, for year ended 31 December 2020.

9. DBT Data.

Our Business

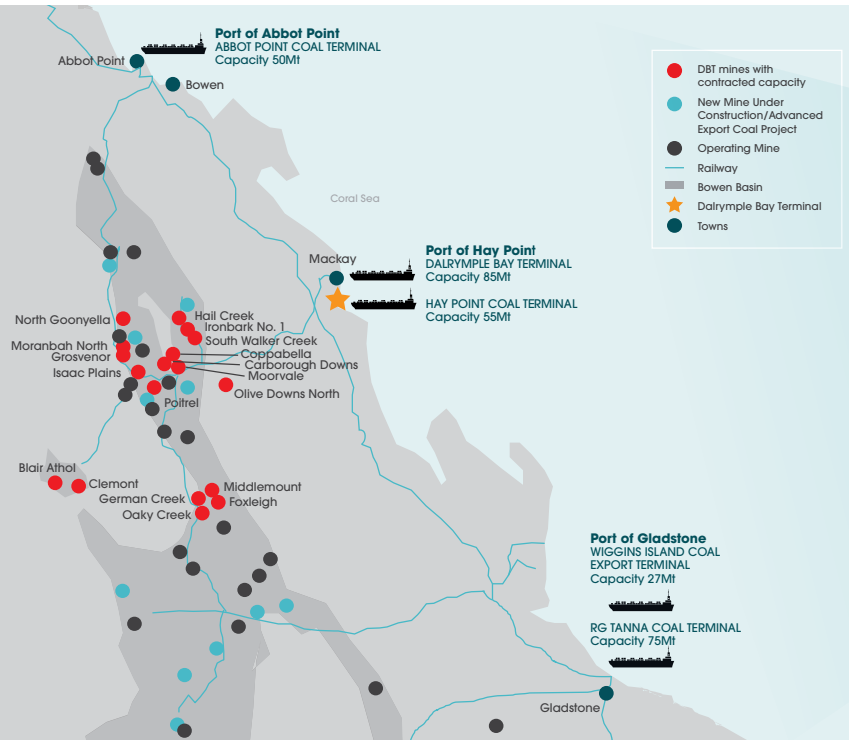


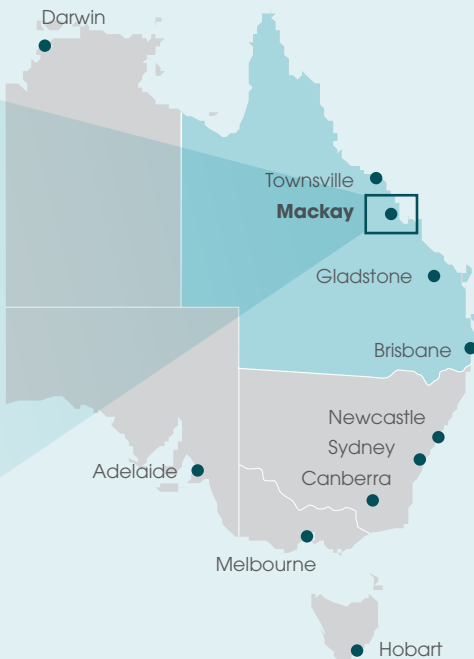
Figure 3: DBT and User mines location

Stakeholders, Roles & Responsibilities

The Operator is responsible for the day-to-day operations and maintenance of DBT under an evergreen Operations and Maintenance Contract (OMC).

The Operator is owned by a majority of DBT's Users (by contracted tonnage) which provides for an alignment of interests with Users. The key roles and responsibilities for the management and operations of DBT between different stakeholders are summarised as follows:

Entity	Role and responsibilities
DBI	<ul style="list-style-type: none"> Regulatory compliance (Queensland Competition Authority (QCA)) Non-expansion and expansionary capital works Terminal expansion and associated approvals Managing User and Access Seeker relationships Maintaining Access Queue Managing contractual relationship with the Operator Insurance (business interruption, NECAP (public liability), motor, travel) Financing



DBT is a regulated multi-user export terminal with a nameplate capacity of 85Mtpa located within the Port of Hay Point, approximately 38km south of Mackay and 900km north of Brisbane. DBT was constructed by the Queensland Government and commenced operations in 1983 and has operated continuously since that time.

Entity	Role and responsibilities
Operator	<ul style="list-style-type: none"> • Day-to-day operation and maintenance of DBT including train scheduling and ordering, train unloading, stockpile management and reclamation, coal blending (if required) and vessel loading • Maintenance and repair • Asset management and condition monitoring • Insurance (e.g. Industry Special Risks – property) • Managing safety at DBT • Obtaining and maintaining key operational and environmental licences and approvals (excluding licences and approvals specific for expansion) • Obtaining and maintaining utilities connections • Vessel towage • Berth pocket maintenance • Minor capital expenditure

Entity	Role and responsibilities
North Queensland Bulk Ports (Port Authority)	<ul style="list-style-type: none"> • Pilotage services • Channel maintenance, sustainable sediment management • Sustainable sediment management permits • Terminal land leases

Our Business

A Resilient Business Model

The long-term viability and resilience of DBI's business is underpinned by robust risk protection mechanisms provided by User Access Agreements, in addition to a high quality User base and alignment of interests along the value chain.

DBI, through its wholly owned entities, holds a 99 year lease over DBT¹⁰. DBT's User portfolio includes some of the world's largest mining companies and highly experienced coal producers. Users are generally of high credit quality, with approximately 70% of capacity in 2021 contracted to Users with investment grade parent entities¹¹.

Access Agreements include provisions that mitigate DBI's exposure to commodity price and volume risk. The DBT supply chain's current 84.2 million tonne capacity is fully contracted on a 100% take-or-pay basis from July 2022 to June 2028, meaning that

DBI's revenue is unaffected by events impacting actual terminal throughput. In addition, all DBT operational and maintenance costs are incurred by the Operator and passed through in full to Users, mitigating DBI's exposure to cost variability.

On 1 July 2021, the QCA approved the amended 2019 Draft Access Undertaking to apply to services at DBT (the 2021 AU) under which DBT transitioned to a light handed regulatory framework in the form of a negotiate-arbitrate regime. Under this new framework, DBI will negotiate with Users regarding access prices and other price-adjustment mechanisms to apply to each User under existing access agreements from 1 July 2021¹².

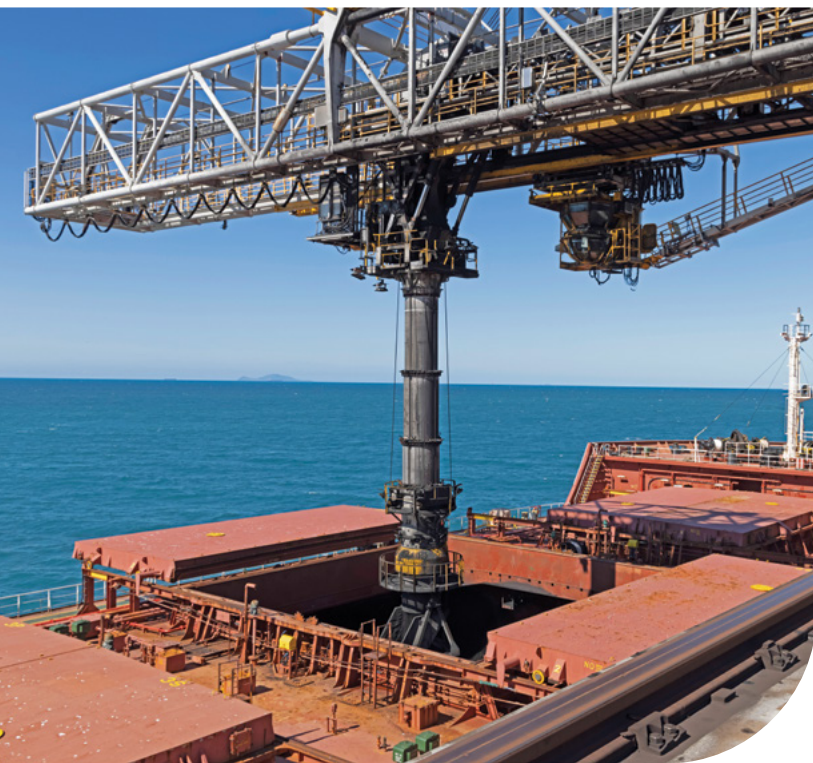
Product Mix

The mix of coal products handled at DBT has remained relatively stable over time, reflecting the composition of coal currently produced in the Bowen Basin – a high proportion of metallurgical coal (approximately 80%) and a small quantity of high-quality thermal coal (approximately 20%).

Over 80 different grades of metallurgical coal are marketed from the terminal, allowing end customers to obtain multiple grades of metallurgical coal at a single location. Queensland metallurgical coal is considered a premium type of metallurgical coal globally due to high carbon content, high fluidity and coke strength, all of which are essential to producing high-quality steel.

Blast furnaces used in steel making are highly sensitive to changes in coal composition and properties. As a result, steel mills tend to be long-term customers of the coal producers that ship through the terminal.

A small proportion of thermal coal is shipped through DBT. Australian thermal coals are characterised by superior combustion properties and boiler efficiency as dictated by lower moisture, moderate ash, higher ash fusion temperature and satisfactory fuel ratio¹³. With an Access Queue comprised of mine developments which are expected to produce predominantly metallurgical coal products, the proportion of metallurgical coal handled at DBT is forecast to increase over the coming decade.



10. The lease period commenced on 15 September 2001 and is structured with a 50 year initial lease period and a 49 year extension option (at the option of the DBT Trustee). The option to extend the lease may be exercised at any time between September 2045 and September 2047.

11. DBT Data.

12. Refer to the Regulatory Framework Overview outlined in Slides 4-8 of our 'Corporate Presentation' released to the ASX on 7 April 2021 and our Half Year Results – Investor Presentation released to the ASX on 25 August 2021 <<https://investors.dbinfrastructure.com.au/investor-centre/?page=asx-announcements>>.

13. Minerals Council of Australia, Best in Class: Australia's Bulk Commodity Giants <https://minerals.org.au/sites/default/files/Best_in_Class-Australian_Export_Thermal_Coal_2021.pdf>.

COVID-19 Response

To date DBT and the Queensland resources industry have been fortunate to largely avoid the significant operational disruption experienced globally since the outbreak of COVID-19 in early 2020.

In early 2020, with the onset of the pandemic, DBI and the terminal Operator developed a comprehensive response plan to minimise the risk to employees and contractors while facilitating continuity of terminal operations, should there be a more widespread outbreak. The Operator's COVID-19 Response Plan was focused on 3 stages, Preparation, Containment and Continuity to reflect an escalating series of controls and actions to be enacted should the threat escalate, based on specified milestones.

In addition to protocols for hygiene, PPE and social distancing, the initiatives implemented as part of the response included:

- Regular meetings of supply chain participants to ensure continued coordination across the supply chain;
- An on-site temperature testing program for DBT personnel, contractors and visitors on arrival at the terminal;
- Facilitation of work from home arrangements for DBI and Operator staff where possible, and reducing the number of workers on site by deferring any non-critical activities;
- Ensuring regular COVID-19 communications across the workforce; and
- Application of maritime safety COVID-19 management guidelines for interactions with vessels arriving at the terminal, including mandatory 14 day quarantine for arriving vessels.

These combined measures have supported continuity of DBT's operations and safety of the workforce, meaning COVID-19 has had limited operational impact on DBT to date.



DBT MANAGEMENT OF COVID-19

No significant operational impact

14 day quarantine for arriving vessels

156,182 temperature tests over 8 months of testing

Response Plan:
Preparation, Containment, Continuity

Our Approach to Sustainability

DBI and the Operator have established a whole-of-terminal approach to ESG issues and sustainability.

Best practice governance and risk management principles are now reflected in all aspects of the management of DBT, with both DBI and the Operator demonstrating a track record of consistently meeting regulatory and community expectations.

Our Principles

Our sustainability principles have been defined to underpin decision-making and future planning, to balance core business goals with our responsibilities.



We are committed to:



ensuring the safety and wellbeing of our people



protecting and monitoring the environment in which we operate



conducting our business according to the highest ethical and performance standards



supporting our community through engagement and investment

DBT Sustainability Strategy

To build on the sustainability programs and initiatives currently in place, DBI and the Operator developed the DBT Sustainability Strategy, released in August 2020.

The Sustainability Strategy formalises the principles to guide decision-making, daily operations and long-term planning to ensure the operation of the terminal is efficient, safe and sustainable. A copy of the Strategy can be found at: <https://dbinfrastructure.com.au/sustainability/reports-documents/>

The development of the Sustainability Strategy involved a comprehensive research and information-gathering process as adopted by other leading organisations, to ensure the Sustainability Strategy successfully guides our business and practices. The process included:

Gap Analysis

Understanding current policies, strategies, and identifying gap and opportunities for the future.

Materiality Assessment

Extensively engaging with internal and external stakeholders to identify key sustainability issues.

Sustainability Strategy Development

Building a robust and comprehensive sustainability strategy, including short-term and long-term actions.

Finalisation and Reporting

Finalising the strategy following consultation and feedback and defining commitments to future reporting, strategy review and adaption.

Our Approach to Sustainability

Sustainability Strategy Framework

Four key pillars – People, Environment, Business Performance, and Community and Partnerships – form the framework for DBT’s Sustainability Strategy initiatives and programs.

Each pillar is aligned to longer term strategic goals, with the aim to achieve these goals by 2030. Specific focus areas have been identified for each pillar.

Figure 4: DBT’s Sustainability Strategy Framework



Materiality Assessment

To ensure the Sustainability Strategy focused on the right issues, a detailed four stage Materiality Assessment was undertaken to **identify, prioritise, validate and review** material or important issues for DBT.

Identify

A defined list of 45 material or important issues were identified as part of the Gap Analysis phase of the project through internal consultation.

Prioritise

These important issues were prioritised through a survey platform to internal and external stakeholders and via a series of face-to-face interviews with targeted stakeholders – including local residents and international customers.

Validate

The survey and interview outcomes were validated with key subject matter experts, including the executive management of both organisations.

Review

A review of the Assessment confirmed all material issues presented in the survey were considered important and have therefore been considered in the development of the Sustainability Strategy.



The following table maps the top-ranking issues to the relevant focus area in the Sustainability Strategy Framework:

Table 1: Top Material Issues for DBT

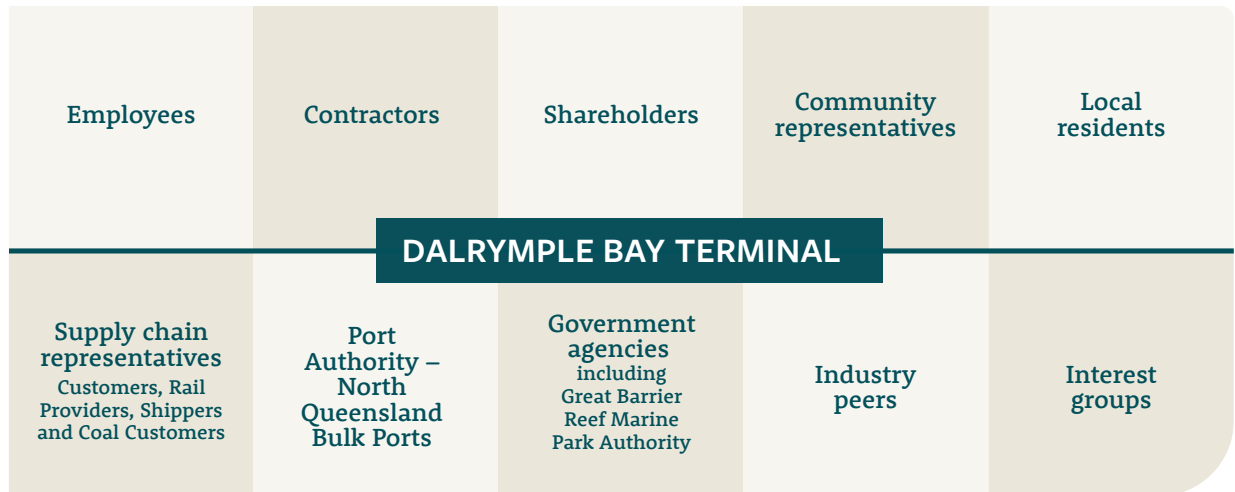
Ranking	Material Issue	Pillar	Focus Area Mapped To
1	Terminal Safety	BUSINESS PERFORMANCE	Safety Terminal Efficiency Change Management and Risk Management
2	Dredge Management in the GBRWHA	ENVIRONMENT	Healthy Reef and Ecosystems Water Management Clean and Safe Shipping
3	Water Quality Management	ENVIRONMENT	Healthy Reef and Ecosystems Water Management
4	Protecting World Heritage Values	ENVIRONMENT	Healthy Reef and Ecosystems Water Management Clean and Safe Shipping Research and Reef Partnerships
5	Environmental Management Systems	ENVIRONMENT	Healthy Reef and Ecosystems Water Management Climate Change and Renewable Energy Transition Managing Terminal Footprint Clean and Safe Shipping Waste Management
6	Regulatory Compliance (State and Commonwealth)	BUSINESS PERFORMANCE	Change Management and Risk Management
7	Proactive Safety Programs	PEOPLE	Safety Positive Culture and Leadership
8	Terminal Efficiency	BUSINESS PERFORMANCE	Terminal Efficiency Change Management and Risk Management
9	Risk Management Systems	BUSINESS PERFORMANCE	Change Management and Risk Management
10	Health and Wellbeing	PEOPLE	Health and Wellbeing

Our Approach to Sustainability

Consultation with DBT’s internal and external stakeholders was critical to developing the Sustainability Strategy and provided valuable insight into which issues stakeholders identified as most important for DBT, to be addressed by the strategy. **An exceptional response from 409 stakeholders rated each important issue and provided valuable feedback.**

To enhance engagement and verify the survey results a series of face-to-face interviews were held in Mackay and Brisbane and via teleconference with interstate and international participants. The stakeholders consulted in the Assessment represented a balanced range of internal and external stakeholders.

Figure 5: DBT’s Stakeholders



Reporting

DBI is committed to providing stakeholders with key information, including regular reporting, on our ESG issues and our progress on the implementation of the DBT Sustainability Strategy.

This report has been prepared with reference to the Global Reporting Initiative (GRI) standards¹⁴ as well as the Sustainability Accounting Standards Board (SASB) framework¹⁵, to ensure that disclosures provide relevant and comparable information for investors on ESG performance. We intend to more closely align future reports with the GRI Standards 'Core option' and SASB standards.

Our climate-related risks have been outlined within the Climate Change section of this report. DBI's disclosures in relation to climate change risks are aligned with the recommended Task Force on Climate-related Financial Disclosures (TCFD)¹⁶. The TCFD framework facilitates consistent climate-related financial risk disclosures for use by companies in providing information to investors, lenders, insurers, and other stakeholders.

Alignment with United Nations Sustainable Development Goals (SDGs)

In response to global challenges and in acknowledgment of DBI and the Operator's role in contributing to the UN SDGs, the DBT Sustainability Strategy 2020 sought to map our operations against the SDGs¹⁷. We seek to address the goals which are most relevant to our business and where we believe we could make the most positive impact. In doing so, we acknowledge our responsibility to minimise and mitigate potential negative impacts and enhance our positive contributions.

This report identifies and links the relevant SDGs to our business operations.



14. Global Reporting Initiative (GRI) <<https://www.globalreporting.org/>>.

15. Sustainability Accounting Standards Board (SASB) <<https://www.sasb.org/>>.

16. Financial Stability Board, Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures, June 2017.

17. United Nations Sustainable Development Goals Knowledge Platform <<https://sustainabledevelopment.un.org/>>.

Our Approach to Sustainability

Our Progress

Each of the four pillars identified in the Sustainability Strategy Framework contain six specific focus areas and a Key Strategic Action has been identified for each of those focus areas.

The Key Strategic Actions provide an overview and strategic approach to consolidating information, determining scope, creating a future vision and delivering potential pathways and targeted actions.



The table below maps our progress in developing each Key Strategic Action:



Table 2: DBT’s progress on Key Strategic Actions

Pillar	Focus Area	Key Strategic Action (KSA) Deliverable	Vision Statement	KSA Status
 <p>PEOPLE</p>	Safety	Positive Safety Culture Strategy	✓	In progress
	Positive Culture and Leadership	Culture and Leadership Strategy	✓	In progress
	Proactive Communication and Innovative Thinking	Internal Communication Strategy	✓	In progress
		Innovation Strategy	✓	In progress
	Ongoing Learning and Development	Learning and Development Strategy	✗	Future Focus
	Health and Wellbeing	Health and Wellbeing Strategy	✓	In progress
	Workforce for the Future	Workforce Capabilities Strategy	✗	Future Focus
 <p>ENVIRONMENT</p>	Healthy Reef and Ecosystems	Biodiversity and Environmental Monitoring Strategy	✓	Future Focus
	Water Management	Water Management Strategy	✓	Complete
	Climate Change and Renewable Energy Transition	Climate Change Risk Assessment	✓	In progress
		Climate Action Strategy	✓	In progress
	Managing Terminal Footprint	Environmental Management Strategy	✓	Future Focus
	Waste Management	Waste Management Strategy	✓	Future Focus
Clean and Safe Shipping	Clean and Safe Shipping Program	✓	Future Focus	



Pillar	Focus Area	Key Strategic Action (KSA) Deliverable	Vision Statement	KSA Status
 BUSINESS PERFORMANCE	Terminal Efficiencies	Terminal Efficiencies Strategy	✓	Future Focus
	Change Management and Risk Management	Change Management Process	✓	Future Focus
		Plan for Management of Risk	✓	Future Focus
	Long-term Prosperity	Updated Master Plan with a broader sustainability focus	✓	Complete
	Supply Chain Efficiency	Supply Chain Strategy	✓	In progress
	Sustainable Procurement	Sustainable Services and Procurement Strategy	✓	Future Focus
Asset Management	Strategic Asset Management Plan	✓	Complete	
 COMMUNITY AND PARTNERSHIPS	Stakeholder Engagement and Communication	External Communication Strategy	✓	In progress
	Community Investment, Sponsorship and Partnerships	Community Investment, Sponsorship and Partnerships Strategy	✓	In progress
	Sustainability Reporting and Education	Embed DBCT Sustainability Strategy and sustainability reporting process	✓	In progress
	Indigenous and Cultural Partnerships	Indigenous and Cultural Partnership Strategy	✓	Future Focus
	Industry Outreach	Industry Outreach Strategy	✗	Future Focus
	Research and Reef Partnerships	Reef Partnership Strategy	✓	Future Focus
		Research Partnership Strategy	✓	Future Focus

Future Outlook

Steel is an essential product for the future. Steel is used extensively in the construction, infrastructure and manufacturing industries and will be essential in the global transition to a lower carbon economy.

Metallurgical coal is used to produce steel and comprises both coking coal and pulverised coal injection (PCI) coal. Steel will be essential in the global transition to a lower carbon economy through its use in renewable energy generation including solar panels and wind turbines. It is affordable, readily available and its intrinsic properties, including strength, durability and recyclability, contribute to improved environmental performance over the lifecycle of buildings and infrastructure.

While low carbon alternatives are emerging, there is currently no viable substitute for steel, given its adaptability and cost-effectiveness. The demand for finished steel is forecast to continue to grow.

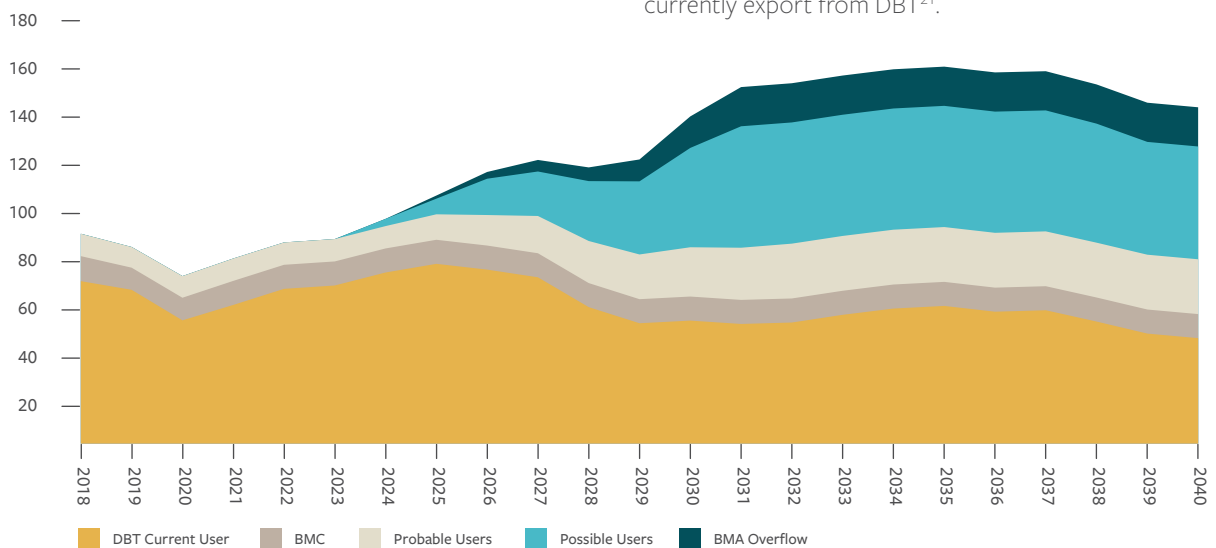
Steel Industry Outlook

Steel’s extensive use in a broad range of industrial applications means that levels of steel production are predominately driven by economic growth, indicated by Gross Domestic Product (GDP), industrial production, population growth and household formation. Global crude steel production increased from 1,435Mt in 2010 to 1,875Mt in 2020, representing a 2.71% compound annual growth rate (CAGR). Over the same period, global export metallurgical coal demand is estimated to have grown by a 2.6% CAGR¹⁸.

India is expected to be the most important driver of steel production and demand growth over the next 5 years as steel intensity increases to support the continued urbanisation of India’s large population. India’s crude steel production is expected to grow from 123.1Mt in 2021 to 165Mt in 2026, a 6.05% CAGR. Current Indian government policy supports this expected growth in steel production, with a target of reaching 255Mt by 2030¹⁹. India has limited suitable domestic metallurgical coal supply and is therefore expected to be reliant on imports of metallurgical coal to support this expected increase in steel production²⁰.

Metallurgical coal volumes for DBT are forecast to grow up to 2035 to 140.4Mtpa. Between 2035 and 2040, DBT throughput is forecast to fall to 123.5Mtpa as a result of reducing production from existing mines that currently export from DBT²¹.

Figure 6: DBT Throughput 2020 – 2040²²



18. AME, DBT Coal Industry Report (2021).
 19. PwC, The Indian Steel Industry: Growth, Challenges and Digital Disruption <<https://www.pwc.in/assets/pdfs/consulting/technology/the-indian-steel-industry-growth-challenges-and-digital-disruption.pdf>>.
 20. Department of Industry, Science, Energy and Resources, Coal in India 2019 <<https://www.industry.gov.au/sites/default/files/2019-08/coal-in-india-2019-executive-summary.pdf>>.
 21. AME, DBT Coal Industry Report (2021).
 22. AME, DBT Coal Industry Report (2021).

DBI's vision is "essential infrastructure for a world in transition". We consider the existing terminal to be critical infrastructure for a world in transition, given DBT's role in the global steel supply chain, with steel being fundamental to a modern economy.

Transition of Steel Industry to Low Carbon Future

Steelmaking is a carbon-intensive process and is recognised as one of the 'hard to abate' sectors in terms of decarbonisation. The steel sector is currently the largest industrial consumer of metallurgical coal, which provides around 75% of its energy demand. Coal is used to generate heat and to make coke, which is instrumental in the chemical reactions necessary to produce steel from iron ore²³.

In October 2020, the International Energy Agency (IEA) released its Iron and Steel Technology Roadmap²⁴. This document analyses the impacts and trade-offs of different technology choices and potential policy targets for the steel industry to achieve alignment with the goals of the Paris Agreement²⁵.

The roadmap projects that under the IEA's Sustainable Development Scenario, total direct emissions from the iron and steel sector will fall by more than 50% by 2050 relative to 2019. On the same pathway, the emissions intensity of crude steel production must fall by 58%.

In the roadmap, the IEA states that steel is vital to modern economies and notes that sustaining the projected demand growth in steel while reducing emissions poses immense challenges. While efficiency improvements will help the industry, there is a need to further develop and deploy a broad portfolio of breakthrough technology options and enabling infrastructure to achieve long-term, deep reductions in emissions.

Wood Mackenzie has explored a scenario where the steel industry successfully follows a two-degree warming pathway aligned to the goals of the Paris Agreement²⁶. Under this scenario, steel demand continues to grow but carbon emissions from the steel sector must fall by 75% to achieve the two-degree warming pathway. In order for this to be achieved, steel production methods must be significantly de-carbonised by 2050. It is acknowledged that these operational changes present immense challenges with significant barriers to success.

They will require significant capital outlays, new steelmaking methods and the development of new technology²⁷. Decarbonisation of power grids is also required²⁸.

At present, the use of hydrogen in steel making is not a substitute for metallurgical coal at a commercial scale. The development of the technology requires considerable investment to provide a commercially viable, large-scale alternative to the use of metallurgical coal in traditional steel making processes.

International policy ambitions to decarbonise rapidly in order to meet climate change commitments, such as the Paris Agreement, have also meant that the source of energy for hydrogen production matters. Clear commitments from Australia's top trading partners to use green hydrogen – hydrogen produced from renewable electricity – to decarbonise their energy systems has driven similar national ambitions²⁹.

DBI Transition & Diversification

While DBI is committed to playing a role in supporting the decarbonisation of the global steel supply chain, we are conscious that large-scale hydrogen deployment is still some time away. We continue to see an important role for metallurgical coal in the steelmaking process, and our essential role in that supply chain.

It is DBI's goal to ensure that we are not only part of the global transition but that we have a key role in supporting our Users, and therefore our value chain, to meet the current and future demand for steel while supporting the transition to low carbon energy sources.

DBI's vision is "essential infrastructure for a world in transition". We consider the existing terminal to be critical infrastructure for a world in transition, given DBT's role in the global steel supply chain, with steel being fundamental to a modern economy.

23. IEA, Iron and Steel Technology Roadmap <<https://www.iea.org/reports/iron-and-steel-technology-roadmap>>.

24. IEA, Iron and Steel Technology Roadmap <<https://www.iea.org/reports/iron-and-steel-technology-roadmap>>.

25. The Paris Agreement was adopted in 2015 by COP 21. The agreement's central aim is to limit global temperature rise to well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius.

26. Wood Mackenzie, Steel's Roadmap to Decarbonisation in an Accelerated Energy Transition Two-degree Warming Scenario (2021).

27. Wood Mackenzie, Steel's Roadmap to Decarbonisation in an Accelerated Energy Transition Two-degree Warming Scenario (2021).

28. Wood Mackenzie, Steel's Roadmap to Decarbonisation in an Accelerated Energy Transition Two-degree Warming Scenario (2021).

29. Department of Industry, Science, Energy and Resources, Australia's National Hydrogen Strategy <<https://www.industry.gov.au/data-and-publications/australias-national-hydrogen-strategy>>.

Future Outlook

DBI has commenced the development of an overarching transition strategy, which is expected to be finalised in early 2022. DBI's transition strategy will consider, among other things, the range of potential metallurgical coal demand scenarios, largely influenced by how countries and corporations pursue climate policies, and their impact on the terminal. This transition strategy will inform how DBI positions the business for the medium and long-term.

DBI is already positioning itself to explore opportunities in green hydrogen production, which could see DBT play a central role in the transition of the world's major industries to low carbon energy sources. As announced to the ASX on 18 August 2021³⁰, DBI has executed a Memorandum of Understanding with NQBP, Brookfield and ITOCHU Corporation to study the potential for a green hydrogen production, storage and export facility at DBT.

It is expected that stage one of the feasibility studies for a green hydrogen facility will commence during 2021. DBI is committed to consulting with the community, traditional owners, DBT's users and other stakeholders as part of the project development process.

8X Expansion

DBI continues to progress the planning process for the 8X Expansion given its assessment of the depth and quality of DBT's Access Queue, anticipated demand in end markets for metallurgical coal, strong Bowen Basin mine economics, and the number of quality metallurgical coal projects in the development pipeline.

The 8X Expansion comprises four separate phases which, if all were implemented, DBI expects would increase DBT's capacity from 85Mtpa to 99.1Mtpa at a total estimated cost of approximately \$1.3bn (2020). The 8X Expansion is focused on terminal optimisation by maximizing storage volume as well as increasing inloading and unloading capabilities within the existing footprint of DBT and its marine facilities³¹.

Environmental Legislation and Framework

DBT is subject to a range of environmental planning legislation at both Commonwealth and State levels, primarily through the Environment Protection and Biodiversity Conservation Act 1999 ('EPBC Act' – Commonwealth), the *Transport Infrastructure Act 1994* ('TI Act' – Qld) and the Sustainable Ports Development Act 2015 ('SP Act' – Qld).

The Port of Hay Point is one of Queensland's declared 'Priority Ports' under the SP Act. The Queensland Government is responsible for leading port master planning for the Port of Hay Point. This presents an additional layer of governance for the planning and development of the Port of Hay Point to ensure that port planning and development is consistent with the principles of ecologically sustainable development.

The *Reef 2050 Long-Term Sustainability Plan* is also relevant for the port – being the Australian and Queensland Government's overarching framework for protecting and managing the Great Barrier Reef to 2050.

In line with a robust approach to project governance, the proposed 8X Expansion was 'referred' to the Commonwealth Minister for the Environment to determine if the proposal required assessment under Commonwealth legislation. As part of this submission, extensive environmental assessments were undertaken focusing on potential marine, ecological, air quality and acoustic impacts. Additionally, comprehensive stakeholder engagement was undertaken at local, State and Commonwealth levels.

In early February 2021, the Commonwealth advised that under Section 75 of the EPBC Act, the proposed development was a 'Non-Controlled Action' and therefore did not require any further assessment at the Commonwealth level.

Preparation of State based applications is now underway.

30. Please refer to our previous release: "Dalrymple Bay Infrastructure to study green hydrogen production and export at Hay Point" as released to the ASX on 18 August 2021 <<https://investors.dbinfrastructure.com.au/investor-centre/?page=asx-announcements>>.

31. For further detail on the 8X Expansion, please refer to Section 4.11.2 of the Prospectus.

8X Expansion Project

8X Sustainability Framework

In order to ensure the 8X Expansion aligns with DBI's sustainability principles and the overarching DBT Sustainability Strategy, a specific sustainability management framework for the 8X Expansion (8X Sustainability Framework) is under development to guide the design, construction and ultimately the integration of this project into DBT's operations. A whole-of-life approach has been adopted in the decision-making process. This approach ensures that additional value is delivered by capturing sustainability considerations early in the decision-making process and that it is appropriately balanced against whole of life costs.

The initial phase of the development of an 8X Sustainability Framework included undertaking a project materiality assessment based on the methodology under the GRI Protocol³². The results identified key priority areas for future focus and will inform the principles and objectives of the 8X Sustainability Framework.

The priority areas for the 8X Sustainability Framework will include safety, greenhouse gas emissions, climate change and resilience, water management, environmental impact management, workforce planning, procurement, resources, and stakeholder engagement. The framework will integrate sustainability in decision-making and major procurement decisions. It will outline key sustainability targets, proposed initiatives, and approaches to sustainability monitoring, reporting and evaluation.

Planning underway in line with underlying demand;

Obligation to expand DBT to meet the requirements of the 2021AU and the Port Services Agreement;³³

Development entirely within existing footprint of DBT;

Focused on increased utilisation through efficiencies and upgrading existing infrastructure;

Zero marine dredging or significant disturbance to marine areas; and

Zero material increase in shipping numbers through the GBR from the number previously approved under the 7X Expansion approval in 2005/2006. Average vessel size has increased.



32. Global Reporting Initiative (GRI) <<https://www.globalreporting.org/>>.

33. Please refer to Section 11.7.6 of the Prospectus.

Governance & Risk

DBI has a strong governance and risk management framework designed to meet or exceed its regulatory and contractual obligations, align DBT's planning and operations with global best practice, and instil and reinforce a culture of acting lawfully, ethically and responsibly.

Further information in relation to DBI's corporate governance policies and guidelines can be found on our website at: <https://dbinfrastructure.com.au/who-we-are/corporate-governance/>.

Sustainability Governance

The Board of DBI is ultimately responsible for the management of ESG risk. The Compliance, Risk and Sustainability Committee (a Board committee) assists the Board by reviewing and monitoring DBI's performance on sustainability matters and providing ongoing advice and recommendations to the Board on sustainability risks and issues (amongst other things). The Board and the Compliance, Risk and Sustainability Committee provide oversight and strategic direction to the executive management team which is responsible for the day-to-day management of ESG risks.

Management has established Workplace Health and Safety and Risk Committees which are comprised of the executive management team and key personnel. DBI's key business risks, including ESG risks, are reviewed monthly by the executive team with regular periodic reporting to the DBI Board. In addition, the Throughput Maximisation Team (TMT) and Sustainability Steering Committee, composed of senior executives from DBI and the Operator, meet monthly to discuss the operation of DBT including sustainability performance and implementation of the Sustainability Strategy.

DBI monitors the Operator's sustainability performance and compliance with its contractual obligations under the OMC through monthly reporting of key performance indicators (including safety, environment and community engagement indicators), management meetings, incident reporting, regular informal interactions, audits, observation of site conditions and monitoring programs.

Risk Management

DBI has a comprehensive risk management framework in place to ensure that critical business risks are identified and mitigated to the greatest extent possible. The framework also underpins DBI's ESG commitments, with the management of risks important to meeting broader stakeholder expectations in respect of governance, environmental stewardship and the community.

DBI's Finance & Audit Committee and Compliance, Risk & Sustainability Committee have responsibility for oversight of financial and non-financial risk management respectively.

The Operator's risk management framework is aligned to ISO 31000 Risk Management Guidelines and provides further assurance regarding the Operator's compliance with its obligations.

Ethics & Whistleblowing

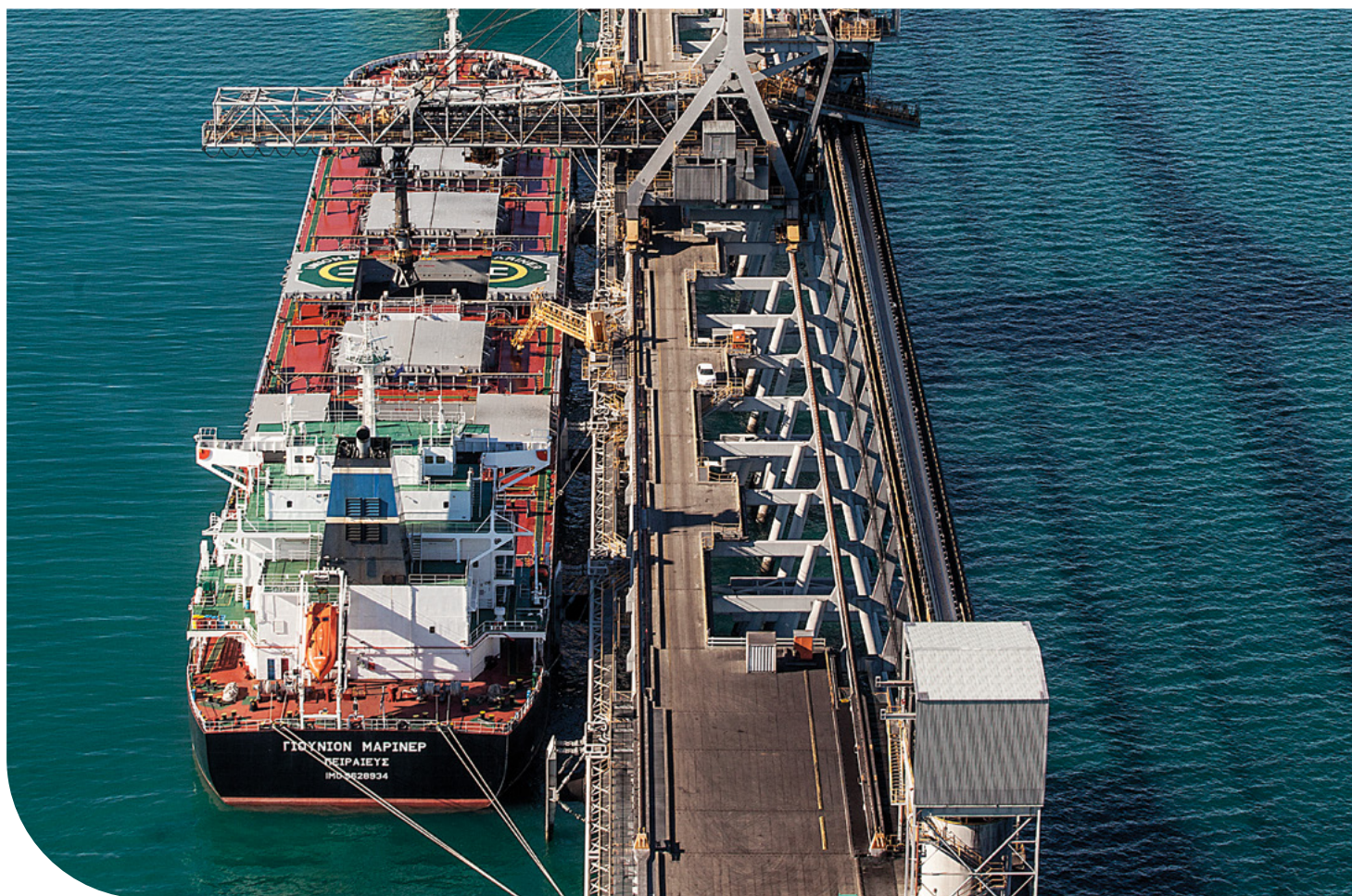
The DBI Code of Conduct sets out DBI's values and the principles and standards by which our directors and employees are to conduct themselves as members of our organisation. Employees and directors all undertake Code of Conduct awareness training and certify their commitment each year.

Our reporting platform and 'Speak Up Policy' provides protection to whistleblowers and encourages reporting of unethical behaviour or violations of the Code of Conduct. We have a zero tolerance for bribery, fraud, and other types of corruption. Annual Anti-Bribery and Corruption training is undertaken by all employees to ensure compliance with relevant anti-corruption and anti-bribery legislation.

Modern Slavery

In accordance with legislation, DBI published its first Modern Slavery Statement in 2021 (for the period ended 31 December 2020), which describes the modern slavery risks in its operations and supply chains, and the actions taken to address those risks. A copy of the statement can be found on the DBI website.

The Operator also published their Modern Slavery Statement for the period ended 30 June 2020.



Governance & Risk



Tax Policy, Governance & Strategy

As an ASX-listed company operating in Australia, DBI understands the importance of tax transparency.

DBI adheres to a Board approved tax risk management policy and framework (Tax Policy and Framework) which, along with DBI's overarching risk management policy, sets out how tax risk is identified, managed, and reported to the Board.

The Board delegates the oversight of tax risk management to the Finance and Audit Committee which undertakes regular reviews of adherence to the Tax Policy and Framework. DBI's statutory financial statements are subject to annual external audits as well as six monthly reviews.

As a newly listed business, DBI is in the process of establishing a reporting framework which will allow reporting on DBI's total tax contribution and additional tax related information, in line with the Australian Tax Office's voluntary Tax Transparency Code. Once this reporting framework has been established, DBI intends to formally adopt the Tax Transparency Code.

Incident Response & Resilience

The Operator has a detailed crisis management and emergency response process in place for the prevention, preparedness, occurrence, response and recovery of an incident and/or crisis at DBT.

All DBT personnel are required to complete relevant emergency and evacuation training. Emergency response drills are conducted periodically to prepare and train personnel in the event of an incident, emergency or crisis. These activities are observed and assessed, and lessons learnt are used to refine and improve incident management systems and processes.

Whole of Port Response

NQBP, as the port authority for the Port of Hay Point, has in place an Emergency Management Plan to detail the arrangements for the coordination and management of operations and resources in the event of an emergency. The Plan aims to minimise adverse impacts that threaten the safety of the port, port stakeholders and the community during or following an emergency event.

NQBP will assist port stakeholders at Hay Point in the response to a serious incident or disaster where a significant coordinated response is required. Community lead response and recovery will be done in collaboration with the Mackay Local Disaster Management Group. The principal purpose of disaster response is the preservation of life, the environment and property, ensuring that the effects of a serious disruption are minimised, and that immediate support is provided³⁴.

34. Sourced from NQBP.

CASE STUDY

Vessel Drift Detection

In February 2021, DBI commenced the installation of a vessel drift detection system as an early warning system designed to raise an alarm if a vessel begins to drift from its berth. The project will provide a key mitigating control for the potentially catastrophic uncontrolled movement of ships berthed alongside DBT.

Issue

The existing mitigating controls for an uncontrolled vessel movement at berth largely rely on the visual detection of a vessel drift event and timely activation of emergency response from the Operator, ships crews or tugs based at the Port of Hay Point.

Solution

A wharf-based vessel drift detection system will measure vessel movement in real time. The system will integrate with the existing SCADA system and data warehouse systems providing real-time alarming and notification functions should an uncontrolled vessel movement occur. Alarms and notifications initiated by the system will prompt the enacting of mitigating controls by the Operator, towage services and ship's crew themselves.

The system comprises LiDARs that scan from the berth. LiDARs will be positioned along all four berths at designed intervals and will measure the exact distance of the vessel from the berth and, if the vessel drifts outside of preset parameters, an alarm will be raised. The system provides detailed 3D visualization of vessels in respect of the berth as well as tracking vessel and berthing conditions in real time.

Image of LiDAR Scanning Range from Berth



Climate Change

We continue to advance our understanding of the potential impacts of climate change on our business, and how we may maintain our resilience in a low-carbon economy.

We have committed to the following strategic actions

Develop a net zero roadmap for our Scope 1 and 2 greenhouse gas emissions

Review Scope 3 emissions and assist our partners to reduce their emissions where feasible

Embed climate change strategy and risk management within governance structures

Report on progress in line with recommendations of the TCFD

Climate Change Position

DBI acknowledges the Intergovernmental Panel on Climate Change (IPCC) Special Report on the impacts of global warming³⁵. We support the objective of finding a pathway to limit global warming to less than 2°C, aligned to the Paris Agreement³⁶.

We are committed to limiting the impact from our own operations. We commit to proactively identifying and managing our climate change related risks and opportunities.

In support of this, we commit to achieving net zero Scope 1 and Scope 2 greenhouse gas emissions from DBT operations by 2050 and are actively working on a strategy to shorten that timeframe.

We will seek to partner with those within our value chain to reduce our Scope 3 emissions where possible.

We will keep stakeholders informed on our progress with disclosures prepared in line with the recommendations of the TCFD.

35. IPCC, 2018: Global Warming of 1.5°C (2019).

36. United Nations Framework Convention on Climate Change, Adoption of the Paris Agreement, 21st Conference of the Parties, Paris: United Nations (2015).

Climate Change

Relevant UNSDGs



Goal

- Minimise emissions and develop infrastructure resilience in our operations

Progress in 2020/21

- DBI climate change position, with target of net zero by 2050 for Scope 1 and Scope 2

Priorities and focus for 2021/22

- Develop a net zero roadmap for our Scope 1 and 2 GHG emissions
- Review Scope 3 emissions, define reporting boundaries, and assist our partners to reduce these where feasible
- Embed climate change strategy and risk management within governance structures
- Report on progress in line with recommendations of the TCFD

Performance measures 2020/21

- DBI Electricity consumption 86,485MWh
- DBI Corporate office 24MWh

Energy & Emissions

DBT's energy consumption and greenhouse gas (GHG) emissions are reported by the Operator each year under the National Greenhouse and Energy Reporting (NGER) Scheme.

Approximately 99% of the total energy consumed at DBT is electricity purchased from the National Electricity Market (Scope 2 emissions), used to operate DBT. DBT's Scope 1 emissions, that is direct emissions from activities undertaken on site, are primarily attributed to emissions from on-site diesel fuel consumption.

In 2019/20, DBT's total GHG emissions (Scope 1 and 2) were 82,663 tonnes of carbon dioxide equivalent (tCO₂-e) representing a decrease from the previous year at 90,727 tCO₂-e, but primarily driven by a reduction in throughput at DBT for that period.

Table 3: National Greenhouse and Energy Reporting of Scope 1 and 2 emissions

	Unit	2018/19	2019/20	2020/21 ³⁷
Scope 1	tCO ₂ -e	1,055	1,189	-
Scope 2	tCO ₂ -e	89,672	81,474	-
Terminal throughput	Mt	70.0	61.9	52.1

DBI's corporate office in Brisbane is located at Waterfront Place, which has achieved a 5.5 NABERS Energy Base Building rating³⁸. GHG emissions for DBI's tenancy for 2020/21 were 237tCO₂-e.

37. Data for 2020/21 not available at the time of reporting.

38. National Australian Built Environment Rating System (NABERS) <<https://nabers.gov.au/>>.

Climate Change

Climate Change Action

We are committed to reducing energy and emissions intensity at DBT to achieve a reduction in the amount of electricity required to handle each tonne of coal at the terminal.

As part of the development of our net zero roadmap, DBI and the Operator are considering options for an up to 100% renewable power purchase agreement for DBT at the next contract renewal date³⁹. Given the significant contribution that electricity makes to the Operator's emissions at DBT, this presents an opportunity to shorten the timeframe for a net zero commitment for Scope 2 emissions.

The development of a Climate Action Strategy was identified as a Key Strategic Action in the DBT Sustainability Strategy. This joint Climate Action Strategy between DBI and the Operator will consider climate change risk and resilience, potential for reductions in energy consumption and emissions intensity as part of the net zero roadmap.

DBT's most significant source of Scope 3 emissions is from the products we handle on behalf of our Users. The net zero roadmap for the terminal will initially consider Scope 3 emissions related to DBI and the Operator's third-party service providers. The definition of the Scope 3 reporting boundary and identification of relevant activity sources will be informed by the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard⁴⁰.



39. It is expected that the Operator and Dalrymple Bay Infrastructure Management Pty Ltd, a wholly-owned subsidiary of DBI, would be a party to any agreement.

40. Greenhouse Gas Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard <https://ghgprotocol.org/sites/default/files/standards/Corporate-Value-Chain-Accounting-Reporting-Standard_041613_2.pdf>.

Climate Change Risk & Resilience

DBI has undertaken an initial vulnerability assessment to identify potential climate-related transition and physical risks.

Climate-related transition risks are emerging as a result of the transition to a low-carbon economy, arising from changes to policy and regulation in Australia and internationally, technology development and changing market dynamics. These changes will affect demand for the products handled by DBT.

Climate-related physical risks in the form of extreme weather events may result in increased disruption to DBT and the supply chain, however DBI's revenues are largely protected from throughput risk under the take or pay terms of its Access Agreements.

Subsequent to the initial vulnerability assessment to identify potential climate-related risks, DBI is actively working through confirming and assessing those risks. The table below outlines material climate-related risks and opportunities identified and DBI's planned response.

Table 4: Material Climate-Related Risks and Opportunities

Risk	Description	Risk Type ⁴¹	DBI Response
Metallurgical coal demand	The demand for metallurgical coal is subject to a range of factors including: <ul style="list-style-type: none"> • economic development and growth driven utilisation of steel; • the method of steel production including emerging lower carbon replacement technologies; and • regulation of GHG emissions including carbon pricing by import countries 	Transition risk: Market, Technology, and Policy & Legal	<ul style="list-style-type: none"> • Undertake scenario analysis to examine and evaluate possible future outcomes • Develop comprehensive long-term transition strategy to position the business under different market scenarios • Actively pursue opportunities to diversify DBI revenues through investment
Thermal coal demand	The demand for thermal coal will increasingly be affected by energy and climate policies of import countries driven by energy costs, energy security, and regulation of GHG emissions including carbon pricing	Transition risk: Market, Technology, and Policy & Legal	<ul style="list-style-type: none"> • The impact for DBI will be limited given proportionately small thermal coal handling and the ability for thermal coal capacity to be replaced with metallurgical coal capacity
Access to funding	The response of capital markets to climate-related risk may restrict the availability and increase the cost of funding for DBI, DBT and our Users	Transition: Reputation	<ul style="list-style-type: none"> • Implement long-term treasury strategy to assess climate-related capital market risks • Leading ESG performance and reporting • To provide comprehensive TCFD aligned climate-related risk reporting
Access to insurance	The response of the insurance market to climate-related risk may impact the availability and increase the cost of insurance for DBI, DBT and our Users	Transition: Reputation	<ul style="list-style-type: none"> • Develop a long-term insurance strategy to address climate related-insurance risks
Climate change resilience and adaptation	Future disruption to DBT operations as well across the supply chain arising from increased severity and/or frequency of extreme weather events (including cyclones, flooding, increased temperatures, and drought)	Physical: Acute & Chronic	<ul style="list-style-type: none"> • Under current take or pay contract arrangements, revenues are largely protected through force majeure provisions • Further assess understanding of infrastructure resilience under various scenarios and emerging risks • Engage with supply chain participants to understand resilience planning and recovery timelines

41. Risk categories identified in the TCFD guidance.



DBI and the Operator recognise their workforces are key to a sustainable future and will be critical to their success. DBT supports the workforce through primary commitments to workplace health and safety (WHS), learning and development opportunities, and other people-centric initiatives such as flexible work arrangements.





People

Safety

The health and safety of those working at DBT is a key priority, whether they be employees, contractors or visitors to the site. DBI is committed to embedding a safety-first culture in everything that we do and consequently bringing to life our vision that 'Every person goes home from work safe and well'.

The Role of the Operator

The Operator is responsible for the safe operation of DBT and has the primary responsibility for compliance with relevant safety legislation as the DBT operator. The Operator's mature Health and Safety Management system (HSMS) is certified to ISO 45001 Occupational Health and Safety Management. Robust systems and processes are the foundation to the approach for the management of health and safety.

The Operator is committed to continually improving its safety performance to ensure safe operations through effective risk management, including a focus on material risks. Performance goals, performance management results, management review actions as well as audit results and trends are some of the initiatives that drive continual improvement at the terminal.

All workers (including the Operator's contractors) are provided with the necessary training and inductions to perform their work safely and effectively, including how to identify risks, how to mitigate and manage them, and how to comply with the requirements of the HSMS, as appropriate. Every person who enters DBT to perform work is required to complete site inductions before commencement of work.

The Role of DBI

DBI monitors the Operator's safety performance at DBT as part of its oversight of the Operator's compliance with the OMC through the setting and review of performance goals and results, management meetings, incident review and reporting, audits, observation of site conditions and monitoring programs. Consistent with the obligation to consult, cooperate and communicate, the Terminal Management Team (TMT), comprising members of the executive teams of both DBI and the Operator, meet monthly with a particular focus on safety as well as environment and operational performance at DBT.

Separately DBI's employees operate under DBI's own established Workplace Health and Safety System comprising a framework of detailed policies and procedures governing risk assessment and safe work practices, including for works undertaken by DBI at DBT.

In consultation with the Operator, who is ordinarily in management and control of the Terminal, DBI engages and oversees other third-party contractors as Principal Contractors who undertake major capital works projects at DBT. These Principal Contractors are subject to rigorous pre-qualification checks including reviews of contractors' workplace health and safety systems and safety management with ongoing compliance checks throughout the construction projects. For example, where a contractor is engaged to undertake construction work as a Principal Contractor, they are required to prepare a safety management plan and safe work method statements prior to the commencement of the work. In addition, DBI oversees and co-ordinates the interfaces between the Operator and DBI's Principal Contractors to ensure alignment and compliance with the Operator's HSMS as appropriate.



People

DBT's Material Risk Program

A key element of the Operator's safety system is the Material Risk Program. The program involves identifying fatality risks, developing risk assessments for the identified risks, defining critical controls to mitigate those risks and establishing an assurance methodology which ensures those critical controls are effective.

In early 2021, the International Council on Mining & Metals (ICMM) framework was utilised as part of the Operator's review of the Material Risk Program⁴². As a result, a revised set of material risks was developed. The framework was used to identify the critical controls for those risks, as well as the performance and verification requirements for each critical control. This review ensures that the Material Risk Program demonstrates continuous safety improvement ensuring that it continues to meet regulatory requirements and most importantly provides an effective tool for personnel to assess the risks present on site.

Occupational Hygiene

DBT ensures health and hygiene risks are identified and addressed through the Operator's established Occupational Hygiene Monitoring Program. Auditing programs are conducted to ensure ongoing compliance to hygiene requirements in line with established procedures.

Occupational health management is supported by an exposure monitoring program which complies with legislative requirements and ensures any exceedances are investigated. Exceedances are then treated as an incident and entered into the Incident Management System. Ongoing PPE programs have been introduced for those workers who fall into high risk categories including hearing protection fit testing and respiratory fit testing.

The quantitative data collected through the Occupational Hygiene Monitoring Program over the last 5+ years has provided for the development of an Occupational Hygiene Control Plan during 2020/21. The Plan identifies key priorities over the next several years to ensure continuous improvement of occupational health management.



42. ICMM, Critical Control Management: Good Practice Guide <<https://www.icmm.com/en-gb/guidance/health-safety/ccm-good-practice-guide>>.

Safety

Relevant UNSDGs



Goal

- To foster a culture of caring, reporting and responsibility

Progress in 2020/21

- Operator review of Material Risk Program against ICMM Framework
- Operator development of an Occupational Hygiene Control Plan
- Continuous Improvement and review of safety management systems

Priorities and focus for 2021/22

- Implement updated and expanded Material Risk Program
- Implementation of the Positive Safety Culture Strategy

Performance measures 2020/21

- Zero fatalities or serious injuries
- All Injury Frequency Rate (AIFR)⁴⁴: DBI: 7.78; Operator: 6.87
- Number of material risk audits conducted: 69

Safety Culture

Fostering a culture of caring, reporting and responsibility is essential. A Key Strategic Action of the DBT Sustainability Strategy is to develop a joint Positive Safety Culture Strategy that continues to embed a proactive safety culture to support safety performance.

The strategy objective is to evolve the maturity of DBT's safety culture and subsequently support the organisation to strive to look forward, continuously learn and improve, with safety embedded as a precondition for everyone. The strategic intent is to define what safety "Citizenship" looks like at DBT, as measured by the Sentis Safety Culture Maturity Model⁴³, which will include specifying the values and desired outcomes required from individuals and groups that make up the organisation. The strategy will identify improvement actions that are targeted and progressive in order to provide a framework for transformation of the safety culture over time.

Health & Wellbeing

One of DBI's safety priorities for 2021 is to adopt practices and processes that promote a mentally healthy workplace. The aim of this priority is to embed practices and build off previous work undertaken to develop a framework for managing psychological health in the workplace.

In order to be able to support their peers, a number of DBI employees undertook training during the year in Mental Health First Aid. They are promoted across the organisation as a first point of contact for someone who is struggling and wanting a confidential chat. They are not trained to resolve problems, but to facilitate ways of connecting those who are struggling with professional help.

In 2021, DBI updated its Employee Assistance Program (EAP) provider and rolled the new program out to DBI employees through various channels including through facilitated group sessions. A number of information sessions and 'toolbox talks' have also been held to promote the mental health in the workplace.

The Operator also provides an EAP service for its workforce and places importance on ensuring the health and wellbeing of its personnel. Both DBI and the Operator are developing specific Health and Wellbeing Strategies for their respective organisations under the DBT Sustainability Strategy.

43. Sentis, Safety Culture <<https://sentis.com.au/our-approach/safety-culture>>.

44. AIFR is the number of instances of Lost Time Injuries, Medical Treatment Injuries, and Restricted Work Injuries sustained by employees and contractors per million hours worked.



People

Diversity & Inclusion

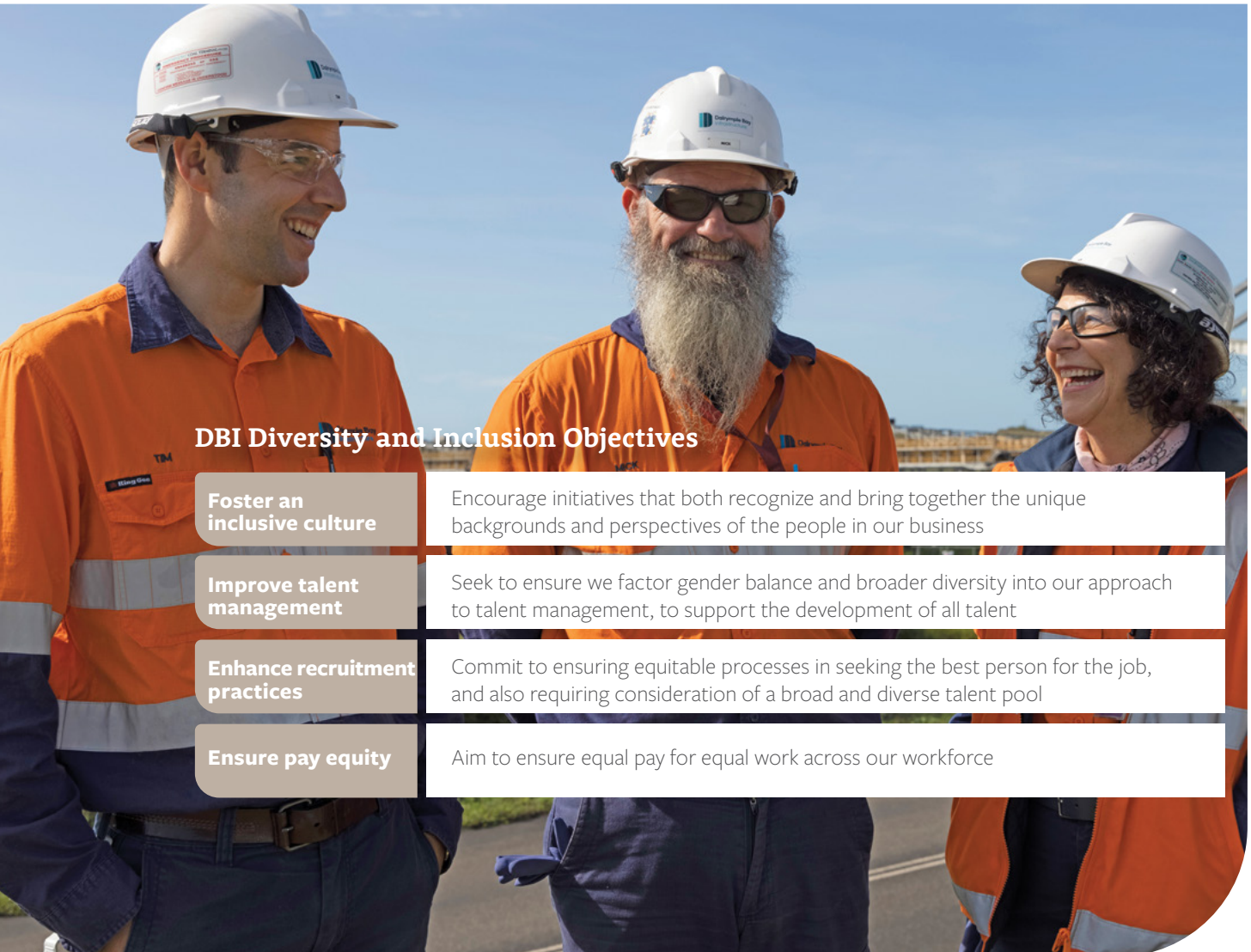
Our Approach

DBI's diversity policy reflects its commitment to the maintenance and promotion of workplace diversity. DBI's vision for diversity covers various dimensions, however gender diversity within the board and senior management team has been identified as an area of focus.

In 2021, DBI established objectives for diversity and inclusion which have been endorsed by its Board, as follows:

A range of initiatives have been identified to contribute to the achievement of these objectives, including leadership training, reviews of existing processes and the promotion of flexible work arrangements.

The Operator first established its Diversity and Inclusion Strategy in 2016, with a vision that recognises that diversity brings opportunities through valuing and including different perspectives and tackling barriers that inhibit inclusion.



DBI Diversity and Inclusion Objectives

<p>Foster an inclusive culture</p>	<p>Encourage initiatives that both recognize and bring together the unique backgrounds and perspectives of the people in our business</p>
<p>Improve talent management</p>	<p>Seek to ensure we factor gender balance and broader diversity into our approach to talent management, to support the development of all talent</p>
<p>Enhance recruitment practices</p>	<p>Commit to ensuring equitable processes in seeking the best person for the job, and also requiring consideration of a broad and diverse talent pool</p>
<p>Ensure pay equity</p>	<p>Aim to ensure equal pay for equal work across our workforce</p>



Operator's People Initiatives at DBT

The following key initiatives have been implemented by the Operator to support their positive culture and diversity objectives.

“Grow With Us”

In 2020 the Operator launched a strategy with the aim of providing a structured framework to support personal growth and development through learning. The goal of the strategy is to grow a more inclusive and diverse workforce and a local talent pool that can be drawn from for future recruitment. The ‘Grow With Us’ framework includes the following elements:

- Trainee and apprenticeships
- Scholarships/sponsorships
- Work experience for high school students and current employees
- University placements
- Cadetships and graduate roles

The strategy supports the Operator's diversity and inclusion objectives related to age, gender and cultural background.

“Envisage” – Transition to Retirement

In order to support the wellbeing of mature workers in their transition to retirement, this program was developed to assist them explore their future including their identity after retirement, wellbeing, finances, superannuation, relationships and to set goals for future retirement plans.

Networking for Success

Commencing in 2019, “Networking for Success” seminars are run for female employees with the goal of supporting female workers to reach for greater success in their careers. Providing personal development in addition to professional development opportunities is important, including exposure to role models outside of the organisation.

Flexible Working

A comprehensive Flexible Working Strategy and guidelines were rolled out to all of the Operator's employees. Extensive options for flexible working have been made available, including flexible careers (ramping up and ramping down career investment), taking career breaks, additional leave and working from home.

Leadership Program

In order to develop leadership capability at all levels of the Operator's organisation, a Leadership Program was launched in October 2020. The program provides for development through attaining nationally accredited qualifications, gaining an understanding of self through profiling activities and participating in a mentoring program.

People

Relevant UNSDGs



Goal

- Encourage a positive culture of safety, diversity, transparency, innovative thinking and empowerment in our people

Progress in 2020/21

- DBI established objectives for diversity and inclusion
- Operator implemented various initiatives to support positive culture and diversity and inclusion objectives

Priorities and focus for 2021/22

- Operator targeting 25% of Vacancies Filled by Female or Culturally Diverse Persons
- Develop and implement Key Strategic Actions to align with approved vision statements for agreed priorities

Performance measures 2020/21

- DBI and Operator combined workforce of 400+
- Female workforce representation: DBI 39%; Operator 18%
- Female representation: DBI board 40%; DBI senior management 43%

Employee age brackets

Age	DBI	Operator
< 30 years	3%	6%
30 – 50 years	71%	61%
> 50 years	26%	33%



DBI and the Operator recognise that DBT's location within the Great Barrier Reef World Heritage Area (GBRWHA), and proximity to residential communities, brings with it a responsibility to minimise and mitigate the impact DBT's operations on the community and the unique ecosystem.

DBT is required to comply with strict environmental regulations that apply to operations within the GBRWHA.

Environment

DBT Approach

The Operator is responsible for the day-to-day operation of DBT under the OMC, including obtaining and maintaining relevant environmental approval and licenses. The Operator holds the Environmental Authority for DBT.

The Operator's Environmental Management System (EMS) has ISO 14001 certification and is designed to ensure that the Operator strictly complies with DBT's Environmental Authority, the OMC, and DBT's other regulatory and environmental obligations. The Operator holds the ISO 14001 certification to ensure global best practices are met with respect to DBT's operations.

Other key features of the EMS include:

- Ensuring all employees, suppliers, contractors and visitors to DBT are appropriately inducted and provided environmental awareness training regarding their responsibilities for protecting and respecting the environment, and the policies and procedures relevant to the work being undertaken;
- DBI and the Operator ensure their respective contractors are suitably qualified and certified to applicable environmental and quality management standards;
- Emergency response for DBT's activities and services as well as natural events that have the potential to result in an environmental impact; and
- Continual improvements through monitoring and review.

Part of the EMS is a comprehensive Environmental Management Plan (EMP) which the Operator has developed in order to provide consistent and effective management and control of environmental aspects of the operation and maintenance of the terminal. The EMP provides a detailed framework for the management of those activities with the potential to impact or be impacted by the environment. A specific Offshore EMP has also been developed by the Operator in recognition of the unique operating environment of DBT's offshore infrastructure.

Both management plans have included measurable objectives and targets to continually improve the environmental performance of operational and maintenance activities.

The Operator utilises an audit schedule to monitor compliance and performance of the EMS.

Environment

Relevant UNSDGs



Goal

- Leading in environmental management, acknowledging our unique location in the GBRWHA and proximity to neighbouring communities

Key Features

- The Operator holds the Environmental Authority (EA) for DBT
- The Operator's Environmental Management System ISO 14001 Certified
- Focus on continual improvement of systems and procedures through monitoring and review

Progress in 2020/21

- Completion of a series of key environment improvement projects
- Participated in an external dust benchmarking
- Operator upgrades to Port of Hay Point Air Monitoring program

Priorities and focus for 2021/22

- Finalise and implement joint Key Strategic Actions including Managing Terminal Footprint, Waste Management, and Clean and Safe Shipping

Performance measures 2020/21

- Fines for EA non-compliance: Nil
- Reportable environmental incidents: Nil
- External dust deposition licence limit exceedances: Nil
- Noise licence exceedances due to port related activity: Nil
- Environmental training and awareness modules completed: 731



Environment

Managing the Terminal Footprint

DBT is in close proximity to neighbouring communities. DBT must proactively manage potential issues to meet regulatory and community expectations.

Minimising dust for workers and the surrounding community is an important focus. Air quality monitoring has been in place for over 25 years at the Port of Hay Point and DBT is committed to supporting the program to improve dust management practices at the Port. The Operator has administered the program for many years.

An upgrade of the systems supporting the Port of Hay Point Ambient Air Monitoring program was undertaken by the Operator during 2020/21. This upgrade was the latest in a continuously improving system. It included upgrades of infrastructure, equipment and software improving functionality and operability of the stations in order to maintain consistent and reliable data collection.

DBT also participated in an external dust benchmarking study that found the Operator was operating and maintaining the terminal with using best practice dust management principles.

The Operator has in place a number of monitoring programs to ensure environmental compliance as well as to prevent potential environmental harm or issues for the community from terminal operations. Live monitoring of noise and dust levels on site allows for a timely response to issues.

Onshore monitoring programs include dust monitoring both onsite and offsite, sampling dust deposition and total suspended particulates, noise monitoring on and offsite, and water quality monitoring of the industrial and wastewater systems. Broader offshore monitoring programs are generally undertaken in partnership with NQBP and BMA Hay Point Coal Terminal.

Healthy Reef & Ecosystems

DBT's vision is to ensure that, regardless of throughput, there is continuous improvement in its management of operations to minimise and mitigate the risk of harm to the marine environment from its offshore infrastructure, or the terrestrial environment across the site.

DBT operates at the Port of Hay Point on Strategic Port Land as defined under the *Transport Infrastructure Act 1994* (Qld). These strategic lands are managed by the relevant port authority, NQBP, who is responsible for all land and waterside development at the port.

The Port of Hay Point is one of Queensland's declared 'Priority Ports' under the *Sustainable Ports Development Act 2015* (Qld).

A key focus area identified in the DBT Sustainability Strategy is to develop a Biodiversity and Environmental Monitoring Strategy, which will aim to enhance monitoring and protection of terrestrial and marine ecosystems.

Sustainable Sediment Management

As the port authority, NQBP recognise that for the continued long-term operation and prosperity of the Port of Hay Point, it is critical to effectively maintain safe vessel transit areas within the unique setting of the Great Barrier Reef World Heritage Area.

NQBP considers that, "Left unmanaged, natural sediment fills up port navigational infrastructure, impacting the depth necessary for safe loading, manoeuvring and transit of ships. A reduced ability to effectively load ships can have a substantial economic impact on the region that the port supports⁴⁵."

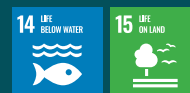
From 2015 to 2017, DBT participated in a NQBP research project to investigate the most sustainable way to manage accumulated sediment in and around the Port of Hay Point (the Sustainable Sediment Management Research). The research and technical work supported the application for the relevant dredging approvals and the project was aligned with the Maintenance Dredging Strategy for Great Barrier Reef World Heritage Area Ports released by the Queensland Government⁴⁶.

45. NQBP, Sustainable Sediment Management Research <<https://nqbp.com.au/sustainability/research-and-reports/sustainable-sediment-management-research>>.

46. Department of Transport and Main Roads, Maintenance Dredging Strategy <<https://www.tmr.qld.gov.au/business-industry/Transport-sectors/Ports/Dredging/Maintenance-dredging-strategy>>.

Healthy Reef & Ecosystems

Relevant UNSDGs



In 2019, NQBP was granted relevant 10-year Commonwealth permits for maintenance dredging at the Port. Importantly, dredging under these permits will only occur as appropriate to maintain declared depths and operational efficiency, or in response to seasonal severe weather events.

More information regarding the Sustainable Sediment Management Research can be found here: <https://nqbp.com.au/sustainability/research-and-reports/sustainable-sediment-management-research>

More information on the permits granted in 2019 and the maintenance dredging program undertaken following the grant of the permits can be found here: <https://nqbp.com.au/our-ports/hay-point/proposed-maintenance-dredging>

Offshore Management

The Operator's Offshore Operational Environmental Management Plan defines the relevant environmental risks and addresses the legislative requirements associated with the offshore infrastructure and operations of the terminal.

The following management actions have been identified in the Plan:

- Protect the water quality values of the GBRWHA through sustainable operating and maintenance practices.
- Maintain and enhance DBT's relationship with the local community and to prevent nuisance complaints from neighbouring communities.
- Protect the biodiversity values of the Great Barrier Reef Marine Park.
- Sustainably use resources to reduce the environmental footprint of DBT.

Biodiversity Assessment Study

NQBP has engaged James Cook University (JCU) to undertake a biodiversity and ecosystem assessment of coastal ports' infrastructure. As one of the major port facilities within the GBRWHA, DBI is participating in the study to better understand the DBT coastal seascape within the limits of the port. This will be the first study of a major port facility in northern Australia that explicitly examines marine conservation and resilience with respect to local marine species. The project will significantly advance knowledge on the habitat opportunities provided by coastal port facilities. The project aims to provide invaluable information and a long-term strategic approach to environmental monitoring and research within the Great Barrier Reef.

Goal

- To progress beyond compliance to enhance monitoring and protection of terrestrial and marine ecosystems, including the GBRWHA

Progress in 2020/21

- DBT participating in the NQBP/JCU Biodiversity Study of coastal port infrastructure
- Operator participation in various biodiversity initiatives

Priorities and focus for 2022

- Develop and implement Biodiversity and Environmental Monitoring Strategy

Performance Measures 2020/21

- Non-compliant water discharges: Nil
- Licence exceedances: Nil

Environment

Healthy Rivers to Reef

The Mackay-Whitsunday-Isaac Healthy Rivers to Reef Partnership (HR2RP) represents a diverse range of over 30 organisations committed to understanding and improving the health of Mackay-Whitsunday-Isaac region’s waterways and marine environments. The diverse membership – including industry, conservation and natural resource management, research and Traditional Owners – allows collective access to the best available science in waterway and marine monitoring programs, representing an investment of more than \$4 million on an annual basis⁴⁷.

The Partnership produces a Waterway Heath Report Card to raise awareness of the Reef 2050 Plan and inform localised management of priorities and actions for the region.

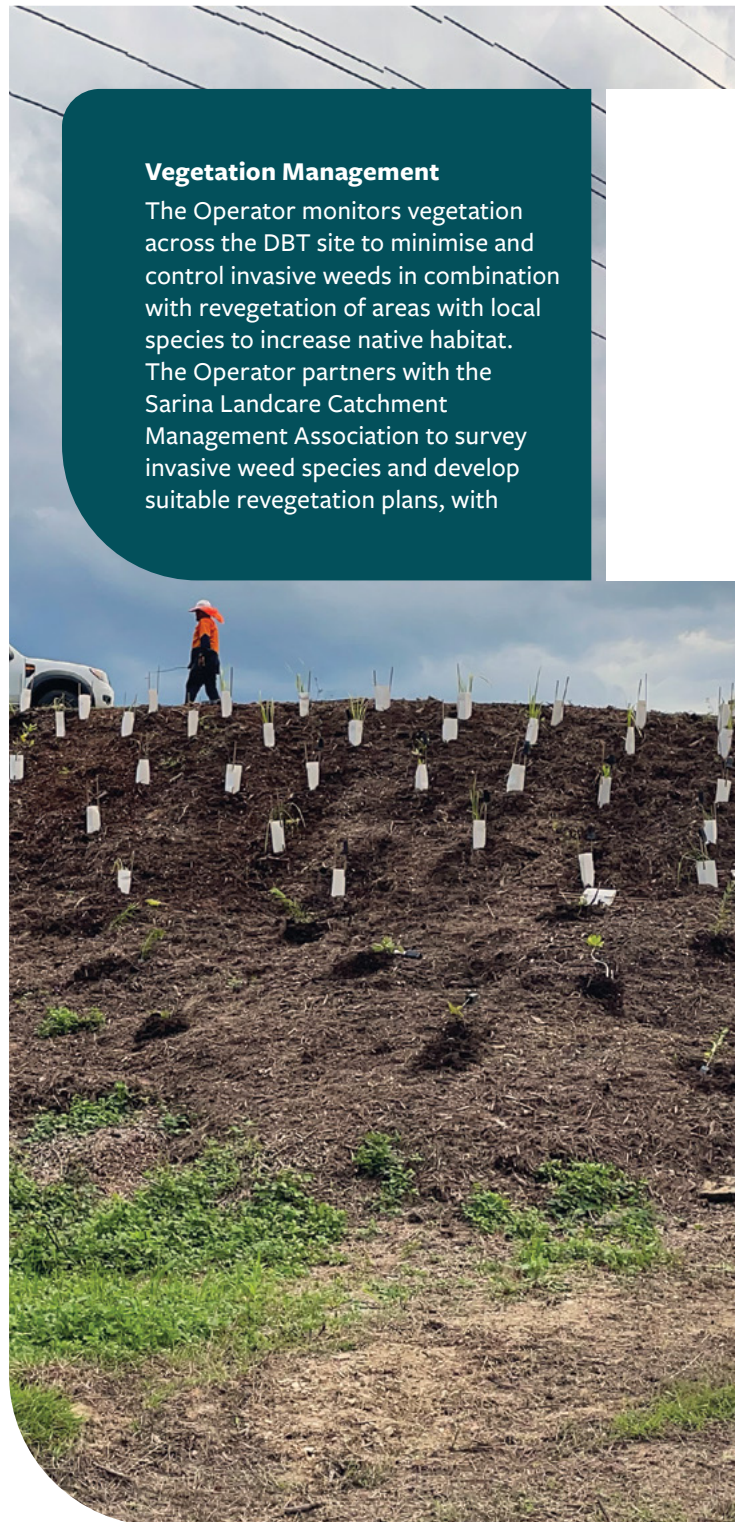
DBI commenced jointly funding the Southern Inshore Monitoring Program with the Operator in 2019. In 2020 both organisations committed to an additional \$383,000 in combined funding, supporting a further 3 years of the program.

The funding provided by DBI and the Operator has allowed for the collection of baseline data on the condition of seagrass in the Southern Zone and will allow for reporting on the seagrass condition for the first time in 2021. Initial results suggest this reporting zone contains high-value seagrass and inshore coral reef habitats⁴⁸.



(Above) 2021 Southern Inshore Monitoring Program Report Card Launch.

(Right) Revegetation of environmental bund along Hay Point Road providing habitat for native birds and animals, linking revegetation areas and improving visual amenity for road users.



Vegetation Management

The Operator monitors vegetation across the DBT site to minimise and control invasive weeds in combination with revegetation of areas with local species to increase native habitat. The Operator partners with the Sarina Landcare Catchment Management Association to survey invasive weed species and develop suitable revegetation plans, with

47. Healthy Rivers to Reef Partnership <<https://healthyriverstoreef.org.au/>>. 48. Healthy Rivers to Reef Partnership, Report Card Results <<http://healthyriverstoreef.org.au/report-card-results/>>.

CASE STUDY

Biodiversity Protection at DBT



2,270

trees being planted on site during 2020/21.



Fox detection dog “Rocky”

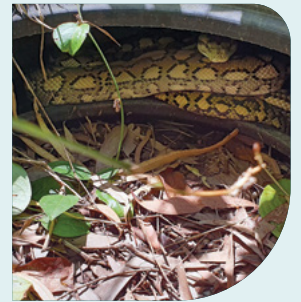
The Operator and NQBP assisted the Mackay Regional Council with financial support to undertake the third year of fox tracking and control in the Mackay region using a conservation detection dog, a springer spaniel called “Rocky”. Past tracking and control campaigns have reduced fox numbers in our region and this recent campaign supports the declining trend to the point that fox populations have been successfully minimised in the regions surveyed, therefore reducing predation on our native wildlife.



Handler with Rocky the fox detection dog in neighbouring community area.

Tracking the movements of local pythons

A university masters research project funded by the Operator is looking to better understand carpet python movements in the local region. A radio telemetry system is being used to track where snakes go after they're removed and relocated from backyards/ homes. Prior to release back into the environment, the snakes are implanted with a radio transmitter to enable them to be located and tracked. The findings will reveal movement patterns of the snakes after being released back into the wild.



Carpet python “Dalrymple” removed from local backyard and fitted with radio transmitter for tracking.

Jewfish Research

The Black Jewfish is an Indo-Pacific fish species considered vulnerable due to overfishing.

The Operator deployment and maintenance of acoustic receivers from our offshore infrastructure is supporting Department of Agriculture and Fisheries and James Cook University in a large-scale Black Jewfish research program aimed to understand Jewfish movements, stock structure and connectivity to ensure sustainable management of this species.

These receivers also make up part of the Queensland array of the Integrated Marine Observing System (IMOS) operated by the Australian Institute of Marine Science (AIMS). This array is state-wide and allows for the broad scale movements of many different species to be studied.



Researchers implanting an acoustic tracker to provide information on movement, behaviour and aggregation of Black Jewfish.

Environment

Water Management

DBT is dependent on the supply of water for use in dust suppression and in its operations. Stormwater is harvested and stored on site in extensive infrastructure which is used to support the operational requirements.

Stormwater must be managed to ensure any water discharged from the site into the local environment is of suitable quality to meet and outperform regulatory requirements, especially given its proximity to the GBRWHA.

DBT relies heavily on water that is harvested and treated, with limited use of potable water. Potable water is used on site for personal amenities and for limited uses in maintenance tasks where clean water is required. Potable water is currently supplied by the local council pipeline. The aim over the short-term is to identify opportunities to reduce potable water use within the terminal.

1,532ML of site harvested water was used on site in 2020/21, this recycled water represents 98% of water used in operations use during that period.

Raw water is also available under a licence DBT holds with the Eton Irrigation Scheme and Sunwater to supplement supply should the site storage be depleted.

Extensive water management infrastructure improvements completed in 2016 created an additional 1,000ML of on-site water storage and improved stormwater management across 70 hectares of coal stockyard. \$55 million was invested in supporting water harvesting, treatment and reuse by DBT.

To continue to improve on the efficiency of water consumption and quality, and ensure long-term water security, DBT has set some long-term objectives. A Key Strategic Action identified in the DBT Sustainability



Water Management

Relevant UNSDGs



Strategy was to develop a Water Management Strategy which has been prepared jointly by DBI and the Operator and includes the following key objectives:

- To improve water usage monitoring and calculation with a plant to understand use for all major sources and activities;
- To quantitatively assess future water security considering current and available water sources and demand projections; and
- To develop an adaptive management plan to optimise site water usage in response to reduced water availability.

To ensure that any future water consumption targets are achievable and based on best-practice, DBT is seeking to review its existing water usage monitoring locations to determine opportunities for improved water efficiency. Importantly, there will be an emphasis on ensuring that climate-related risks associated with water supply and management are identified and managed.



Goal

- To continue to improve water quality and ensure water security

Key Features

- \$55m proactively invested in on-site water storage and stormwater management
- Water consumed in terminal operations primarily harvested and recycled

Priorities and focus for 2021/22

- Implement the Water Management Strategy, including a study to better understand water utilisation across the site

Performance measures 2020/21

- Total site water consumption: 1,560ML
- Site harvested water consumption: 98%
- Potable water consumption: 1.7%
- Compliant water discharges from site: 100%



Environment

Waste Management

The Operator's Resource Recovery Procedure aims to increase resource efficiency by setting objectives and targets for the efficient use of resources throughout their life cycle. A hierarchy of rethink, reduce, reuse, recycle, recovery and disposal are applied across the site.

Maintaining segregation of materials ensures efficient recovery for reuse, recycling or appropriate disposal of a regulated waste is achievable. The Operator maintains a comprehensive system of resource recovery receptacles, with over twenty colour-coded receptacles for different categories of resources.

The site's recycle target is reviewed each year based on the effectiveness of the previous year's resource recovery strategies.

Total waste generated on site in 2020/21 was 7,322m³. Septic waste generates the largest proportion of waste on site. This waste is transported as regulated waste to a council run wastewater treatment plant. Total waste diverted from landfill in 2020/21 was 4,170m³ which represents 57% of total waste generated. During the year, solutions were found for a number of waste items. A new avenue for recycling used rubber fenders cells used on berth frontal fender systems was identified. Eight rubber fender cells totalling 62.7 tonnes were sent for recycling. Another example was that the old cable reels were repurposed off site.



Recycled Waste Streams

Confidential Paper

21.1m³



Aluminium

168m³



Bulk Timber

1,242m³



Scrap Metal



Co-mingled waste

1,674m³



Concrete



Joe the Parrotfish

Commissioned by the Healthy Rivers to Reef Partnership (HR2RP) Partnership, Joe the Parrotfish is a sculpture made up of 25kg of marine debris collected from beaches in the Whitsundays, Mackay, and the wider Great Barrier Reef region. HR2RP invited DBT to host Joe for the month of March 2021 as part of their campaign to raise awareness of marine debris. The inspiration for Joe was the important role that parrotfish play in ensuring a healthy reef ecosystem as the 'cleaners of the sea.' The sculpture was created by North Queensland artist, David Day. Amongst other items, Joe the Parrotfish's sculpture

includes thongs, toothbrushes, lighters, combs, bullet cases, bottle lids, fishing floats, lures and toys.



Septic waste that is transported as regulated waste to a council run wastewater treatment plant is the largest type of waste generated on-site (871.5t)



Total waste generated on site (7321.6m³)



Waste diverted from landfill (4,170m³)



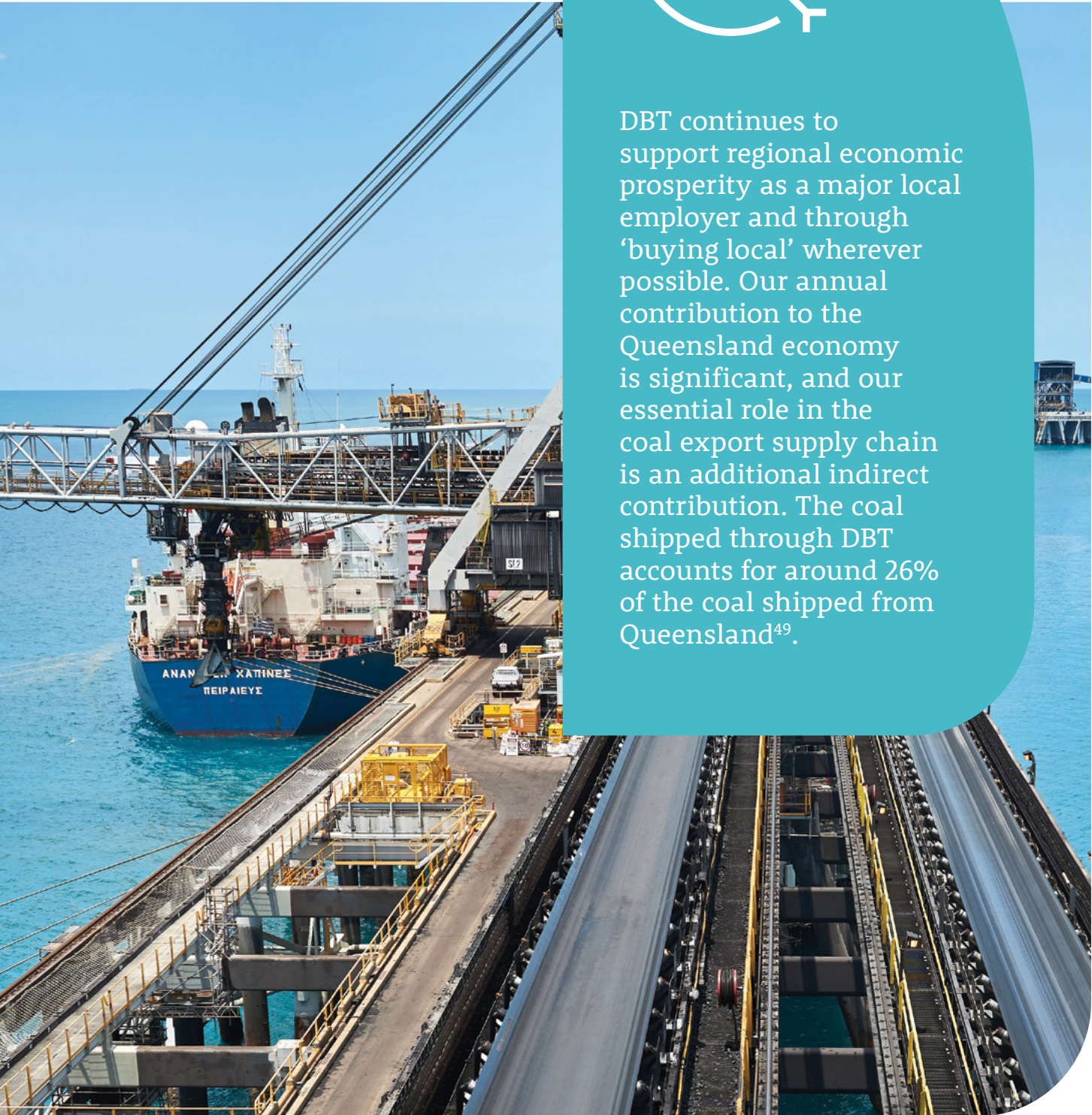
Total waste directed to landfill (3,151m³)



20+ separate waste streams collected and recycled



DBT continues to support regional economic prosperity as a major local employer and through ‘buying local’ wherever possible. Our annual contribution to the Queensland economy is significant, and our essential role in the coal export supply chain is an additional indirect contribution. The coal shipped through DBT accounts for around 26% of the coal shipped from Queensland⁴⁹.



49. QLD Govt. Data <https://www.data.qld.gov.au/dataset/coal-industry-review-statistical-tables>

Business Performance

Ensuring that the terminal operates sustainably is critical to providing a viable coastal gateway for the coal export trade. Our collaboration and communication with supply chain partners – mining companies, rail operators, ship owners and shipping agents – encourages transparency, efficiency and improved performance across the supply chain.

Long-Term Prosperity

Goal: To ensure the long-term prosperity of the terminal for the benefit of all stakeholders.

A Terminal Master Plan has been in place since 2000 and is regularly updated to consider demand forecasts, current operations, environmental considerations, long-term strategic planning and future expansion options, taking into consideration our robust regulatory environment and unique environmental setting.

Master Plan 2021 was issued in May 2021. The previous Master Plan was issued in 2019. Master Plan 2021 includes updates to reflect the current environment. It provides an update on vessel trends, global supply and demand expectations, summarises expansion demand supporting the 8X Expansion, provides an update on Terminal Capacity Expansion options based on 8X FEL2 study, and provides an update of the expansion approval status.

Further, Master Plan 2021 has been aligned with the DBT Sustainability Strategy. It confirms our commitment to net-zero Scope 1 and 2 emissions by 2050 and highlights our environmental values and adaptive management approach target. It also outlines a modified future potential 9X that could be partially developed to deliver additional terminal capacity up to 121.2Mtpa without any additional berths (and therefore no capital dredging), should it be required to meet future demand.

Business Performance

Relevant UNSDGs



Goal

- Delivering prosperity through optimising the terminal and supply chain performance

Key features

- The quality of systems underpinned by ISO 9001 certification
- Terminal Master Plan in place since 2000

Progress in 2020/21

- Update of Terminal Master Plan and alignment with DBT Sustainability Strategy
- Additional 187 piles wrapped by DBI, bringing the total to 980 of 1,705 piles wrapped since 2014
- Operator completed review of operational resilience through review of business continuity processes, tested through the COVID-19 outbreak.

Priorities and focus for 2021/22

- Implement the Supply Chain Strategy and further develop the Supply Chain Efficiency Roadmap
- Review existing procurement processes across DBI and the Operator and develop a Sustainable Services and Procurement Strategy

Performance measures 2020/21

- Throughput 52.1Mt
- Terminal inloading availability 92.9%
- Terminal outloading availability 88.0%

Business Performance

Supply Chain Efficiency

Goal: To improve supply chain efficiency through open and transparent coordination of all supply chain stakeholders.

DBT is part of a complex supply chain. DBT's success relies on collaborative partnerships and communication to provide an efficient service. Improved coordination has the potential to reduce inefficiencies and further reduce waiting times for vessels loading at the terminal.

DBT is responsible for coordinating the logistics to service arriving vessels. It is important that all supply chain participants can actively participate in this process to ensure the most accurate and relevant vessel and rail planning information is made available when required. Accurate and timely information will support the supply chain planners in developing accurate and efficient berthing, rail and stockyard plans.

DBI and the Operator have committed to improving whole of supply chain efficiency by engaging with stakeholders to develop and implement a number of mechanisms for achieving this. DBI and the Operator lead a variety of forums which provide additional awareness and understanding among the wider supply chain stakeholder base.

Over the last decade numerous processes and improvements have been implemented across the supply chain, culminating in relatively mature processes across stakeholders. These include:

- Coordinating maintenance outages between service providers;
- Collecting, aggregating and communicating upcoming supply chain demand;
- Planning maintenance to meet future contracted capacity requirements;
- Widespread transparency of data and information.



The development of a Supply Chain Strategy was a Key Strategic Action identified in the DBT Sustainability Strategy. The objectives of the Strategy are expected to be as follows:

- To transition to a supply chain that loads vessels on arrival;
- To improve the accuracy of planning information provided by all stakeholders;
- To increase the transparency in all logistics processes;
- To fully utilise the contracted capacity of DBT.

A key action identified in the Supply Chain Strategy is to develop further improvement initiatives for the Supply Chain Efficiency Roadmap in collaboration with all supply chain participants.



Asset Management

Goal: Strategically manage the maintenance, performance and end of life planning for assets to optimize their whole of life contribution.

Asset management is a service provided by the Operator to DBI under the OMC. The aim of asset management at DBT is for the Operator to strategically manage the maintenance, performance and end of life planning for terminal assets to optimise their whole of life contribution.

The Operator has implemented an overarching Asset Management System which sets out the foundations for managing DBT's asset portfolio in a manner which ensures it is able to deliver against the requirements of the OMC and regulatory requirements.

During 2020/21 the Operator has undertaken an asset management maturity assessment against ISO 55001. The outcome of this assessment guided the development of an Asset Management Improvement Plan which has been embedded in a Strategic Asset Management Plan (SAMP).

The SAMP sets out the principles for asset management including objectives, the approach for developing individual asset plans, and the role of the asset management system.

The Operator is developing ten year plans which specify the activities, resources and timelines required for individual assets or groups of assets, to achieve asset management objectives, as specified in the SAMP. These plans are in place for the Stacker/Reclaimer and Shiploader class assets with remaining Stacker, Reclaimer and fixed plant asset plans under development.

DBT's Quality Management System (ISO 9001 certified) incorporates an internal audit program. Routine internal auditing of the Asset Management System through integration into the existing system allows for a formalised process for review and improvement of the Asset Management System. The audit program is conducted on a risk basis with higher risk items given priority in the audit schedule.

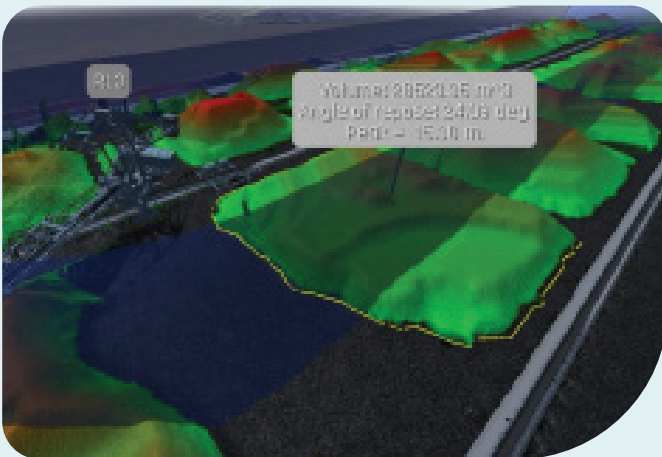
CASE STUDY

Stockyard Mapping

In May 2021 DBI began a program to install LiDAR-based 3D Mapping & Automation Systems (3D MAS) to all machines located in the terminal stockyard. This program is focused on improving inventory reconciliation and efficiency of the stockyard by introducing visibility of stockpiles in near real-time 3D imaging and increasing automation of the yard machines through mapping sensors and computer processing.

Issue

This program will improve the accuracy of our understanding of the location, shape and volume of the stockpiles. The location and shape of stockpiles is currently estimated using more subjective methods which can lead to significant inaccuracies. In addition, the program will reduce operational risks such as the risk of collision between stacking and reclaiming machines and stockpiles.



Example 3D visualisation of a live stockpile.

Solution

The 3D MAS system will be installed on the 12 existing yard machines and will comprise the following main components:

- Two high-range 3D LiDAR scanners installed on the apex of each stacking and reclaiming machine
- GPS receivers located on the boom tip and apex of each machine
- A centralised server system for merging the 3D scan and GPS data and processing machine control optimisation algorithms
- A visualisation system to allow planners, controllers and other users to see a 3D representation of the stockyard in real-time.

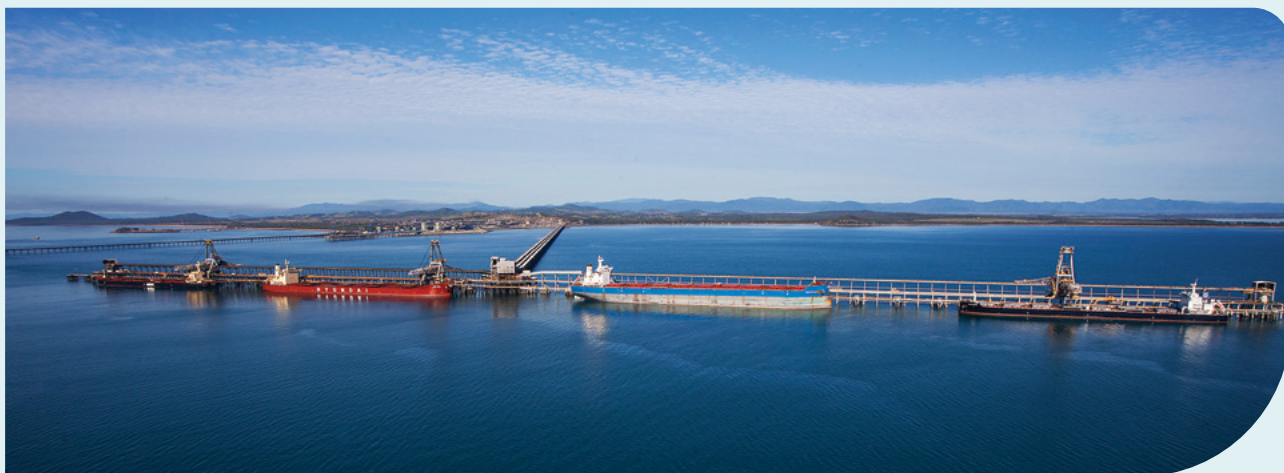
Outcome

The program will provide a range of operational and sustainable outcomes as follows:

- Increased operational efficiency through stacking and reclaiming efficiency improvements leading to lower maintenance requirements and improving machine life
- Terminal users will benefit from improved accuracy in stockpile reporting, allowing for more accurate planning
- Reduction in unreclaimed coal and potential associated contamination of coal types between stockpiles
- Improvements in stockpile reconciliation through the provision of volumetric stockpile reconciliations, in addition to current weightometer and declared (draft surveyor) tonnages;
- Increased stockyard efficiency, leading to more usable stockpile space thereby minimising the risk of delivery and shipping delays due to space/capacity constraints.
- Safety benefits through reduced personnel and machine interactions in the stockyard, and reduced mobile machinery required in stockyards as well as eliminating the need for daily visual stockpile inspections by personnel.
- Environmental improvements will be realised through reduced dust emissions and increased stacking and reclaiming efficiencies.

CASE STUDY

Driving Efficiencies



In order to minimise the time vessels wait at anchorage for the supply chain to deliver coal to DBT, during 2019 and 2020 DBI required the Operator to review opportunities to increase the transparency of the rail ordering process and the way Users accept vessel nominations above contract.

The changes implemented following the Operator's review are designed to ensure that when a vessel arrives, the supply chain participants were ready to deliver the coal to the terminal with minimal waiting time. The changes focussed on ensuring other parts of the supply chain could deliver coal to DBT at a rate matching the terminal loading rate and the vessel arrival rate. An increased average rate of coal delivery to the terminal directly translates to reduced average waiting time for vessels.

It is expected that reducing the time a vessel waits at anchorage will achieve multiple outcomes, including a reduction in the overall cost of exporting from DBT, a reduction in the overall number of days per year that a vessel is waiting at anchorage while consuming energy to keep basic vessel functions operating, and a reduction in the number of vessels which need to leave the port suddenly and simultaneously when a weather event, such as a cyclone, is approaching.

In addition, the improvements implemented to the rail ordering process and the shipping nomination processes have incentivised Users to nominate vessels at a rate matching their contracted rail and port entitlement. The revised rail ordering process also increases the transparency to the Users over their service providers' performance. Combined, these two outcomes are expected to reduce the average waiting time of vessels at DBT, particularly during periods of peak demand.



DBT is located within close proximity to a number of communities around Hay Point, as well as nearby Sarina and Mackay. Community engagement is a key pillar of the Sustainability Strategy, with DBT's partnerships and connections with the community essential to achieving its sustainability objectives through constructive engagement with the local community.



Community & Partnerships

Since 2005, DBT has strengthened collaboration with the community through a Community Working Group to foster open information sharing on environmental, social and economic issues.

DBI and the Operator are currently developing a joint Community Investment Strategy. The strategy will ensure alignment with sustainability objectives and a long-term strategic approach to supporting the community.

Indigenous & Cultural Partnerships

DBI has committed to the development of a voluntary Cultural Heritage Management Plan (CHMP) with the Yuwibara Aboriginal Corporation (the traditional owners of the land at DBT). The initial focus of the CHMP will be for the 8X Expansion Project, with the long-term view of engaging with the Yuwibara people on an ongoing basis with respect to the operation of DBT. A CHMP is an agreement between a land user and traditional owners which sets out the measures for managing the impacts of a project or land use activities on any Aboriginal or Torres Strait Islander cultural heritage on the relevant land.

DBI and the Operator are planning on developing a joint Indigenous and Cultural Partnerships Strategy, identified as a Key Strategic Action in the DBT Sustainability Strategy. The goal of the engagement strategy is to build and sustain a working relationship and partnership with the Yuwibara peoples, and to learn, promote and preserve the environment and the connection to land and each other.

Community Investment, Sponsorship & Partnerships

DBI and the Operator contributed over \$430,000 in sponsorship and community investment during 2020/21. COVID-19 impacted significantly on community events and understandably contributed to less sponsorship contributions than previous years. Financial support is provided to a range of initiatives and groups in the local region, including disability support and advocacy, indigenous and cultural community events and organisations, social and public welfare support, road safety awareness, youth and domestic violence programs and landcare initiatives.

Community Contacts

The Operator has procedures to monitor community interactions to ensure the contact is registered, followed up and action taken as appropriate. A contact is identified as a complaint or notification. DBI is advised of all community complaints.

Community & Partnerships

Relevant UNSDGS



Goal

- Connecting with the community and partners to drive positive change

Key features

- Community Working Group established 2005
- Support for a wide range of initiatives and groups in the local region
- \$808,000 combined contribution to HR2RP since 2017/18

Priorities and focus for 2021/22

- Finalise and implement voluntary Cultural Heritage Management Plan
- Finalise and implement joint Key Strategic Actions including Indigenous and Cultural Partnerships Strategy, External Communications Strategy and Community Investment, Sponsorship and Partnership Strategy

Performance measures 2020/21

- Over \$430,000 combined contributed in sponsorships and community investment
- Number of sponsorships: 110+
- Number of local community events supported: 26+
- Community working group meetings held: 6
- Community Complaints: 1

CASE STUDY

Reconcile Life

Reconcile Life was established to respond to the need for culturally appropriate programs to address the needs of Aboriginal, Torres Strait and Australian South Sea Islander communities in the Mackay Region.

Reconcile Life is an indigenous family owned and operated business and currently does not receive any government financial support. They rely on local support as participants are generally not able to fund their own place in the program. In late 2020, DBI and the Operator committed to sponsoring programs run by Reconcile Life for a period of three years. The joint contribution is \$40,000 per annum.

The main program run by Reconcile Life is “Respect and Responsibility” and focuses on healthy relationship programs for fathers from these cultural backgrounds. The various programs offered by Reconcile Life aim to give parents and young boys tools and knowledge, so they are “more likely to maintain care of their families and reunite them.”

Through the sponsorship during 2020/21 Reconcile Life has been able to reach ~1800 students in over 9 schools, 8 children in care and ~50 men in the community through multiple camps and programs.

The focus in 2020/21 has been on reaching men and boys. The team at Reconcile Life focuses on a holistic approach to the family unit by running programs for boys, girls, women and men. In 2021/22 Reconcile Life plan to commence a Healthy Relationships program for girls, based on feedback they’ve received from schools. They are also conducting a camp in August 2021 for women following requests from the men who have been on their camps.



Mentor Damien Tass & Founding Director, Namarca Corowa.

CASE STUDY

Beach Clean Ups



Dating back to 2015, the Operator has partnered with other port stakeholders to conduct targeted local beach clean ups. The program has collected over 1.6 tonnes of rubbish in that time.

Currently in partnership with the Tangaroa Blue foundation working through the government funded Reef Clean program, quarterly clean ups have been undertaken at Louisa Creek and Half Tide beaches with all data being reported to the Australian Marine Debris Initiative Database⁵⁰.

2020/21, 170kg of waste was collected along the shoreline through beach clean ups.



50. Australian Marine Debris Database <<http://amdi.tangaroablue.org/>>.

ESG Metrics

Environment, social and governance metrics					
Operating Metrics					
	Unit	2020/21	2019/20		
Throughput	Mt	52.1	61.9		
Train Arrivals	#	5,248	6,373		
Ships Loaded	#	562	624		
Terminal Availability	%	91.5	89.0		
Safety					
	Unit	DBI 2020/21	2019/20	DBCT P/L (Operator)	
				2020/21	2019/20
All Injuries Frequency Rate	Rate	7.78	8.02	6.87	5.16
All Injuries	#	1	1	10	8
High risk incidents	#	1	Nil	3	Nil
Fatalities	#	Nil	Nil	Nil	Nil
Community					
	Unit	2020/21	2019/20	2020/21	2019/20
Spend with local suppliers	\$'M	31.7	15.5	60.3	
Community working group meetings held	#			6	6
Community complaints received	#			1	
Number of supported events	#	11	5	25	20
Spend on support events	\$'000	56	22	375	495
People					
	Unit	DBI 2020/21	2019/20	Operator	
				2020/21	2019/20
Full-time equivalent employees	#	31	23	380	378
Female workforce representation	%	39	30	18	18
Females in senior leadership roles:					
- Board	%	40	N/A		
- Executive leadership	%	43	33		
Employees receiving formal training	%	100	100	100	100
Employees receiving performance reviews	%	100	100	100	100
Turnover rate	%	0	4	5	5
Environment					
	Unit	DBI Corporate Office		Terminal Operations	
		2020/21	2019/20	2020/21	2019/20
Emissions					
Direct GHG emissions (Scope 1)	tCO ₂ -e			Not yet available	1,189
Indirect GHG emissions (Scope 2)	tCO ₂ -e	237	343	Not yet available	81,474
Energy					
	Unit				
Electricity consumed	Mwh	24	29	86,486	100,585
Water					
	Unit				
Water consumption	ML			1,560	1,625
Site harvested water	%			98.3	91.5
Potable water usage	%			1.7	1.2
Groundwater usage	%			0.0	0.1
Third party non-potable	%			0.1	7.3
Compliant water discharged from site	%			100	100
Licence limit exceedances	#			Nil	Nil
Air Quality					
	Unit				
External dust deposition licence limit exceedances	#			Nil	Nil
Noise licence exceedances due to port related activity	#			Nil	Nil
Waste Management					
	Unit				
Total waste produced	m ³			7,322	7,020
Total waste diverted from landfill	%			57.0	57.2
Compliance					
	Unit				
Fines for non-compliance	#			Nil	Nil
Reportable environmental incidents	#			Nil	Nil
Environmental training and awareness	Modules completed			731	731

Glossary

2021 AU	Access Undertaking for the period from 1 July 2021 to 30 June 2026	GRI	Global Reporting Initiative
7X Expansion	Expansion Program which brought terminal capacity to 85Mtpa	Group	DBI and its wholly owned or controlled entities
8X Expansion	Expansion Program to bring terminal capacity to 99.1Mtpa	HR2RP	Mackay-Whitsunday-Isaac Healthy Rivers to Reef Partnership
Access Agreement	Contracts called access agreements between each User and DBI, governing the provision of coal handling services at DBT	HSMS	Health and Safety Management System
Access Queue	Access queue formed when available capacity is not sufficient to satisfy the capacity requirements of one or more Access Seekers	ICMM	International Council on Mining & Metals
Access Seeker	Potential new Users of DBT	IEA	International Energy Agency
Access Undertaking	Sets out the terms of terminal access, the process to negotiate access and the process for resolving disputes that is approved by the QCA	ISO	International Organisation for Standardisation
AIFR	All Injury Frequency Rate	JCU	James Cook University
AME	AME Mineral Economics Pty Ltd (ACN 004 013 030)	Key Strategic Action	Actions identified for focus areas under DBT Sustainability Strategy
ASX	Australian Securities Exchange	LiDAR	Laser imaging, detection and ranging
BMA	BHP Mitsubishi Alliance	Mt	Million tonnes
Board	The board of directors of DBI	Mtpa	Million tonnes per annum
Brookfield	Brookfield Infrastructure Group (Australia) Pty Ltd	NECAP	Non-expansion capital expenditure
CAGR	Compound Annual Growth Rate	NGER	Australian National Greenhouse and Energy Reporting
COVID-19	2019 novel coronavirus	NQBP	North Queensland Bulk Ports Corporation Limited
CHMP	Cultural Heritage Management Plan	PPE	Personal protective equipment
DBI	Dalrymple Bay Infrastructure Limited (ACN 643 302 032) and, where appropriate, includes members of the Group	Prospectus	DBI's prospectus released to the ASX on 8 December 2020
DBT	Dalrymple Bay Terminal	OMC	Operations and Maintenance Contract
DBT Trustee	DBT Investor Services Pty Ltd (ABN 052 156 082) as trustee of the DBT Trust	Operator	Dalrymple Bay Coal Terminal Pty Ltd (ACN 010 268 167)
EA	Environment Authority	QCA	Queensland Competition Authority
EMP	Environmental Management Plan	SAMP	Strategic Asset Management Plan
EMS	Environmental Management System	SASB	Sustainability Accounting Standards Board
EPBC Act	<i>Environmental Protection and Biodiversity Conservation Act 1999</i> (Cth)	SCADA System	Supervisory control and data acquisition
ESG	Environmental, social and governance factors of an organisation	SDG	United Nations Sustainable Development Goals. The 17 sustainable development goals, included in the 2030 Agenda for Sustainable Development, adopted by the United National General Assembly in September 2015
FEL2	Front-end Loading Level 2	TCFD	Task Force on Climate-Related Financial Disclosures
GBR	Great Barrier Reef	TMT	Throughput Maximisation Team
GBRWHA	Great Barrier Reef World Heritage Area	Users	Access holders, being customers of DBI who access DBT under the terms of the Access Agreements
GHG	Greenhouse gas	WHS	Work Health and Safety
		Wood Mackenzie	Wood Mackenzie Limited (ACN 085 302 124)

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