



PORT OF GLADSTONE

HISTORY BOOK 5 (1995 - 2014)



KOONGO YALLARM



PLACE OF WATER - PLACE OF SHELLS



Gladstone Ports Corporation

Growth, Prosperity, Community.

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Front cover:
Growth, Prosperity, Community

The last 20 years has seen unprecedented development for the Port of Gladstone, where vision and strategic direction of the Board and management team has firmly positioned Gladstone as the industrial hub of Queensland. The front cover celebrates the organisation's commitment to growth, prosperity and community, balancing industrial development, environmental responsibility and the provision of world-class social infrastructure for the community of Gladstone.



The rare Kookaburra shells or Biplex pulchellum, also known as Gyreum jacundum, can be found on muddy substrates particularly around the Gladstone region. It is one species of several known as Kookaburra Shells because it resembles a Kookaburra's head when viewing the shell from its side profile. These shells are not found outside the Gladstone latitude except for isolated occurrences.



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WELCOME TO COUNTRY

BAILAI (BYELLEE)

Welcome on behalf of my grandmother Bessie Yow-Yeh to our country.

This Yow-Yeh and her family have lived in Gladstone and the surrounding areas such as Kroombit Station, Boyne Valley, Boyne Island, Benaraby and Rocky Glen since before white man came here.

We would like to share some of our stories on country with you.

Country to us means looking after us and us looking after our country.

Our rivers and creeks supply us with food, our mangroves and mudflats are also our food suppliers and we share our country with others.

– *Bailai Elder, Maureen Eggmolesse*

GOORENG GOORENG

Wunyangar!

Barrarbee buhrye gamardin thdou yallarm
Nallindo ohwhy waybare yearee dullgim
Goothoo goongoo thungool
Yungoo burrans wungmerries wubbarn
Wunnee yongim ngye boogair
Woogoo ngye yungoo nullindoo buhrye

Welcome to our country!

Creator God is the owner of this land, this place of shells.

This is our home.

It gave us our meat, our bread and our water,
before the white men and white women came.

In the past we were left behind and forgotten.

Now we want to walk together and share what the future holds.

– *Gooreng Gooreng Elder, Jacqueline Johnson
(Red flying fox woman)*

GURANG (TOOLOOA/MEEROONI)

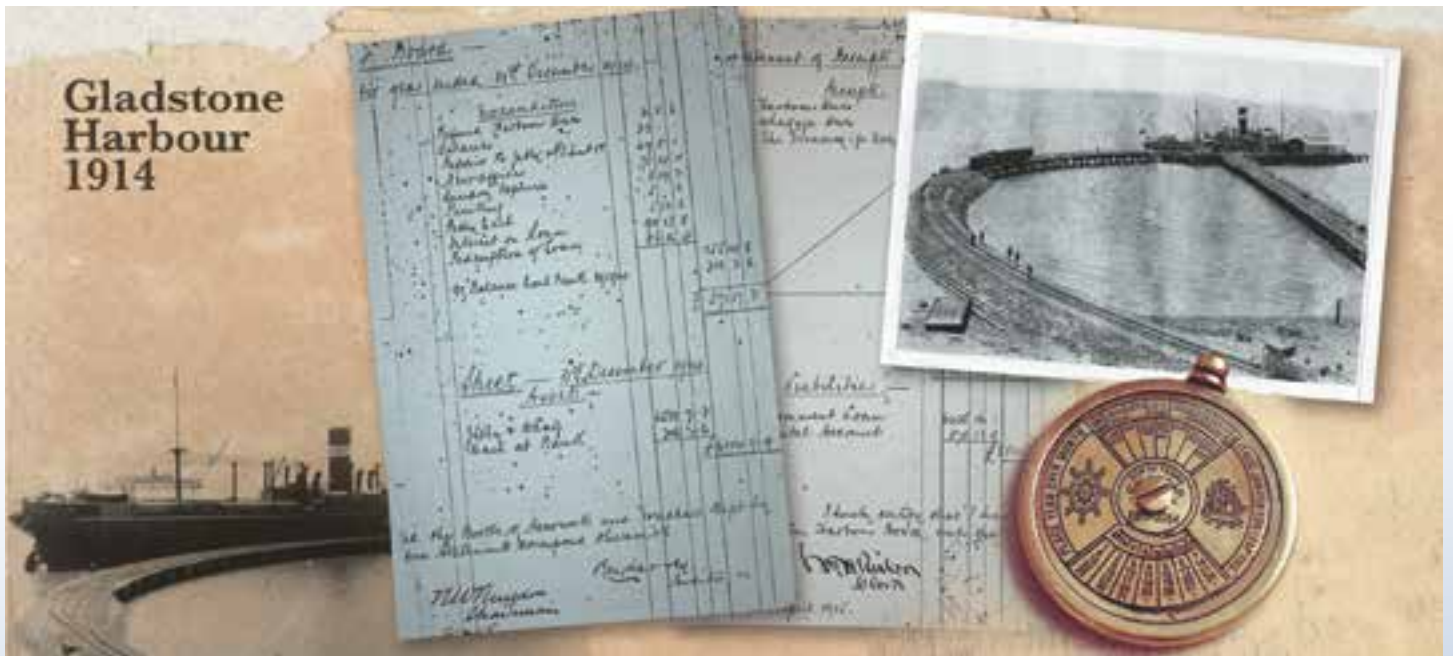
The Toolooa Danbul (Tidal Water people) of the Gurang Nation being the Original Custodians of Kooradabi Dau (Rainbow Country) Gladstone Country/Region affirm our continued Traditional and Cultural connection to Sea (Wulkong) and Country (Dau).

We firstly would like to pay our respects by giving honour, praise and glory to Birral (God/Creator spirit), we also wish to pay respect, tribute to our Gurang Gurbel, Mugen (Elders – men and women) past, present and emerging whom have authenticated the footprint we know as Kooradabi (Gladstone) and whom preserved, maintained our Cultural Traditional customs, practices, protocols, Lore and Law. Furthermore we extend our acknowledgement and respect to our Traditional neighbours the Bailai (North),

Gooreng Gooreng (South West) and Gaangalu (West) peoples whilst also acknowledging, respecting the important role the Gladstone Aboriginal and Torres Strait Island community/people continue to play within the Kooradabi Dau/Gladstone community.

Gurang people would also like to acknowledge the Gladstone Ports Corporation including the wider Gladstone community in their approach to embracing Indigenous people and our Culture and look forward to the journey ahead in which Nadumbu Belbendi (we all can unite/together) towards a true and meaningful relationship.

***Naibani Nga Gurang Danbul Nine, Ngau Nga Marilum Nga Kooradabi Dau
From us the Gurang people to you, Hello and Welcome to Gladstone Country/Region.***



A MESSAGE FROM GLADSTONE PORTS CORPORATION

In 2014 the Gladstone Ports Corporation – formerly Gladstone Harbour Board 1914-1987, Gladstone Port Authority 1987-2004, and Central Queensland Ports Authority 2004-2008 – celebrated its centenary.

To commemorate this important milestone, Gladstone Ports Corporation has published a five part series reflecting on each 20 year period of its stewardship of the Port of Gladstone.

The first meeting of the Gladstone Harbour Board was convened at the Gladstone Town Hall at 8pm on 6 March 1914 with the Town Clerk taking the minutes.

The first financial statement for the 1914 year was signed by Chairman N.W. Kingdon on 14 April 1915.

The financials revealed receipts of 571 pounds, 17 shillings and twopence (approximately \$1,150) and assets of 68,049 pounds (approximately \$137,000).

Trade was less than 20,000 tonnes.

A century later in 2014, revenue was close to \$400 million and assets of the Gladstone Ports Corporation were \$1.96 billion. Trade was approaching 100 million tonnes valued at \$20 billion.

The Port of Gladstone had taken its place as one of the great commercial ports of the world and by 2020 is forecast to be Australia's largest multi-cargo port, handling trade approaching \$35 billion in value.

The remarkable journey of the Gladstone Harbour Board's first century was one founded on hope and vision, sustained by optimism and marked by success.

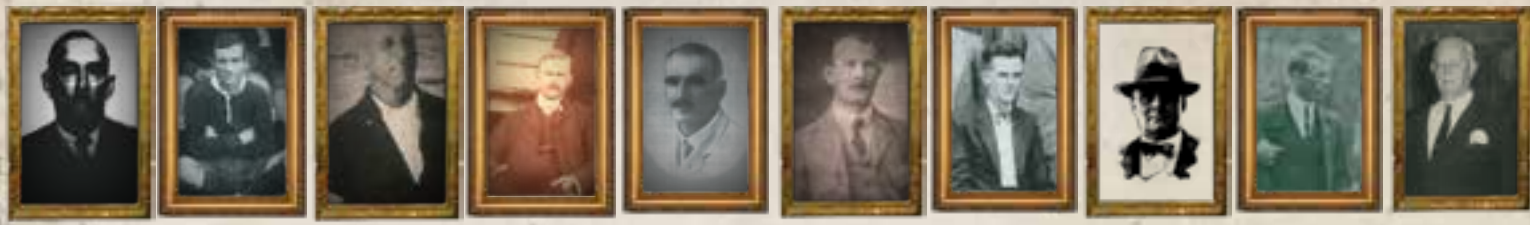
It was a journey of dedicated Boards and Management focused on developing the port for the economic and social prosperity of the Gladstone region. They were supported by a committed and focused workforce and complemented by a port community which shared the Board's desire to create a great city of commerce on the shores of Gladstone harbour.

This final book in the five part series focuses on the 20 year period from 1995-2014. It also highlights future prospects as outlined in the 2012 update of the 50 Year Strategic Plan for the Port of Gladstone.

FROM HUMBLE LOCAL BEGINNINGS — TO —

A LEADING QUEENSLAND
GOVERNMENT
CORPORATION





<i>Mr W.N. Kingdon 1914-1915</i>	<i>Mr T. Morgan 1916-1917</i>	<i>Mr I.S. Crow 1917-1918 1920 - 1921 1923-1924 1927-1928</i>	<i>Mr W.J. Prizeman 1918-1919 1936-1937 1938-1941</i>	<i>Mr J.H. Kessell 1919-1920 1922-1923</i>	<i>Mr G.G. Dennis 1924-1926</i>	<i>Mr A.E. Easterby 1929-1930</i>	<i>Mr A.W. Drewe 1930-1934 1937-1938 1942-1943 1945-1946</i>	<i>Mr E.W. Crow 1935-1936</i>	<i>Mr W.R. Golding C.M.G. M.B.E. F.R.G.S. 1946-1948 1959-1979</i>
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BOARD REPRESENTATION

THE GLADSTONE HARBOUR BOARD ACT RECEIVED ROYAL ASSENT ON 26 NOVEMBER 1913.

The Act required a Board of seven members with five elected by ratepayers and two appointed by the Queensland Government.

The election for members was held on 4 February 1914.

Publican Sydney Crow, from the Grand Hotel, topped the poll for the Town of Gladstone receiving 120 votes. Edward Denis Joseph Breslin received 105 votes. A.T. Bayne and James Lockie Wilson were successfully elected by Calliope Shire ratepayers and, as no one nominated for the Miriam Vale Shire position, the Shire appointed Thomas Morgan.

W.N. Kingdon and Morgan James Friend were the Government appointees.

From the first meeting on 6 March 1914, the Board vigorously promoted the natural deep water harbour as the means to stimulate trade, economic development and prosperity for the Gladstone region.

However, it had little to work with, one jetty at Auckland Point and a first year revenue of 517 pounds, 17 shillings and two pence. In addition, a Treasury Loan of 6,509 pounds, 12 shillings and four pence weighed heavily on the financial sustainability of the Board.

The day to day administration of the Board was left in the hands of the Board Secretary.

The Chairman, who played an active role in overseeing the development and promotion of the port between meetings, was elected by Board members each year.

The first Engineer/Manager was not appointed until the 1960s and the first General Manager was appointed in 1984.

The Corporation had only three General Managers/Chief Executive Officers. Reg Tanna (1984-2000), Leo Zussino (2000-2013) and Craig Doyle (2013-) during its first century.

The election of Board members ceased in 1959 and was replaced by the direct appointment of Council and Shire representatives.

Following the formation of the Gladstone Port Authority as a Statutory Government body on 1 April 1987, the Chairman and all Board members were appointed by the Queensland Government.

The longest serving Chair during the first century was WR Golding M.B.E. who served for 24 years (1946-49 and 1959-1979) as well as serving nine years as Deputy Chair (1949-1958) and four years as a member of the Board (1942-1946)-a total of 37 years of Board involvement.

<p>THE PORT OF GLADSTONE GROWTH</p>	<p>1914</p> <p>ASSETS</p> <p>£68,049</p>	<p>1934</p> <p>ASSETS</p> <p>£108,074</p>	<p>1954</p> <p>ASSETS</p> <p>£572,962</p>
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<i>Mr M. Hanson</i> 1949-1958	<i>Mr A.W. O'Rourke</i> M.B.E. 1979-1988	<i>Mr G.R.M Fenton</i> 1988-1990	<i>Mr L.M. Zussino</i> 1990-1999; 1999-2001	<i>Ms C.A. Martin</i> 1999-2001	<i>Mr R.W. Dunning A.C.</i> 2001-2006	<i>Mr P. Corones A.M. (Acting)</i> 2004-2006	<i>Ms H. Gluer</i> 2006-2007	<i>Mr I. Brusasco O.A.</i> 2007-2012	<i>Mr M.V. Brodie</i> 2012-
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Martin Hanson served for a total of 18 years (1946-1964), nine of which were served as Chairman (1949-1958) and six as Deputy Chairman (1958-1964). Hanson was elected Chairman of the Board in 1949 at the age of 26. He remains the youngest person to have ever chaired a Port Board in Australia.

Leo Zussino served nine years as Chairman (1990-1999) and 13 years (2000-2013) as the Chief Executive Officer.

Alf O'Rourke M.B.E. served nine years as Chairman (1979-1988) and a total of 11 years on the Board.

A.W. Drewe served seven years as Chairman (1930-1934, 1937-1938, 1942-1943, and 1945-1946).

I.S.Crow served five years as Chairman during various years between 1917 and 1928.

CWB Macfarlan served 19 years as a Board member (1927-46) including two years as Chairman (1943-1946).

Graham Fenton (1988-1990) served three years as Chairman.

Christine Martin, the first female to be appointed Chair, was the last Gladstone local to serve as Chair of the Board during its first 100 year history. She was Chair from 1999-2001.

Ian Brusasco OA was the longest serving Brisbane based Chairman (2007-2012)

Both Mark Fenton (1964-1982) and Peter Corones AM (1994-2012) served the Board for 18 years, with Corones serving as Deputy Chairman from 2002-2012, including an extended period as the Acting Chairman during 2004-2006.

During the first century of operation of the Gladstone Harbour Board/Gladstone Port Authority/Central Queensland Ports Corporation/Gladstone Ports Corporation, 118 Board Members were either elected or appointed to serve.

Nine Board Secretaries served the Board during the first century.

1. Mr William H. Neilson
2. Mr Stephen J. Bull
3. Mr Alfred E. Easterby
4. Mr Alex D. Hopper
5. Mr Ken J. Lee
6. Mr Bryan J. Jordan
7. Mr Geoff White
8. Mr Peter Sharpe
9. Ms Mariette Lansdell

1974
ASSETS
\$18M

1994
ASSETS
\$321M

2014
ASSETS
\$1.9 BILLION

1914-2014 BOARD MEMBERS & EXECUTIVE MANAGEMENT

1914

Board
Mr W. N. Kingdon (Chairman)
Mr L. S. Crow
Mr E. Denis
Mr J. Breslin
Mr A. T. Bayne
Mr J. L. Wilson
Mr T. Morgan
Mr J. Friend

1915

Board
Mr W. N. Kingdon (Chairman)
Mr L. S. Crow
Mr E. Denis
Mr J. Breslin
Mr A. T. Bayne
Mr J. L. Wilson
Mr T. Morgan
Mr J. Friend

1916

Board
Mr T. Morgan (Chairman)
Mr A. T. Bayne
Mr L. S. Crow
Mr J. Friend
Mr J. H. Kessel (commenced August 1916)
Mr N. W. Kingdon
Mr I. Woigan
Mr M.F. Mylne (commenced September 1916)
Mr W. J. Prizeman
Mr J. L. Wilson

1917

Board
Mr L. S. Crow (Chairman)
Mr A. T. Bayne
Mr J. H. Kessel
Mr W. J. Prizeman
Mr T. Morgan (retired 12 January 1917)
Mr A.H.G. MacDonald (elected 9 February 1917, retired 9 November 1917)
Mr J. Friend
Mr M. F. Mylne
Mr A. T. Power

1918

Board
Mr W. J. Prizeman (Chairman)
Mr J. H. Kessel (incoming Chairman)
Mr A. T. Bayne
Mr L. S. Crow
Mr D. Cumming
Mr J. Friend
Mr A. T. Power

1919

Board
Mr J. H. Kessel (Chairman)
Mr A. T. Bayne
Mr L. S. Crow
Mr W. J. Prizeman (resigned February 1919)
Mr J. W. Fletcher (elected March 1919)
Mr D. Cumming
Mr J. Friend
Mr A. T. Power

1920

Board
Mr L. S. Crow (Chairman, re-elected June 1920)
Mr A. T. Bayne (resigned May 1920)
Mr J. L. Wilson (elected February 1920)
Mr J. H. Kessel (retired January 1920)
Mr A.H.P. Friend (elected November 1920)
Mr J. W. Fletcher (resigned October 1920)
Mr D. Cumming, D (retired January 1920)
Mr J. G. Hales (elected February 1920)
Mr J. Friend
Mr A. T. Power

1921

Board
Mr I. S. Crow (Chairman)
Mr J. L. Wilson
Mr J. H. Kessel (elected May 1920)
Mr A.H.P. Friend
Mr J. G. Hales
Mr J. Friend (retired May 1921)
Mr A.T. Power (retired May 1921)
Mr G. G. Dennis
Mr J. T. Ryalls

1922

Board
Mr J. H. Kessel (Chairman)
Mr J. L. Wilson
Mr I. S. Crow
Mr A.H.P. Friend
Mr J. G. Hales
Mr G. G. Dennis
Mr J. T. Ryalls
Mr Alfred E. Eastaby (Acting Secretary)

1923

Board
Mr I. S. Crow (Chairman)
Mr J. L. Wilson
Mr J. H. Kessel
Mr A.H.P. Friend
Mr J. G. Hales
Mr G. G. Dennis
Mr J. T. Ryalls

1924

Board
Mr G. G. Dennis (Chairman)
Mr I. S. Crow
Mr J. L. Wilson
Mr E. M. Breslin
Mr A. Hunter
Mr J. L. Martin
Mr J. T. Ryalls

1925

Board
Mr G. G. Dennis (Chairman)
Mr I. S. Crow
Mr J. L. Wilson
Mr E. M. Breslin
Mr A. Hunter
Mr J. L. Martin
Mr J. T. Ryalls

1926

Board
Mr G. G. Dennis (Chairman)
Mr I.S.'s. Crow
Mr J. L. Wilson
Mr E. M. Breslin
Mr A. Hunter
Mr J.L. Martin
Mr J. T. Ryalls

1927

Board
Mr I. S. Crow (Chairman)
Mr G. G. Dennis (resigned April 1927)
Mr J. L. Wilson
Mr E. M. Breslin
Mr A. Hunter
Mr J. L. Martin
Mr J. T. Ryalls
Mr J. Burrows

1928

Board
Mr I. S. Crow (Chairman)
Mr C. W. Macfarlan
Mr E. W. Crow
Mr J. Burrows
Mr J. L. Wilson

1929

Board
Mr A. E. Easterby (Chairman)
Mr C.W.B. Macfarlan
Mr E. W. Crow
Mr A. W. Drewe
Mr J. L. Wilson
Mr J. Burrows
Mr W. H. Renton
Mr I.S. Crow
Mr A. Hunter
Mr A.H.P. Friend

1930

Board
Mr A. W. Drewe (Chairman)
Mr E. W. Crow
Mr A. E. Easterby
Mr A.H.P. Friend
Mr C.W.B. Macfarlan
Mr W. J. Prizeman
Mr W. H. Renton
Mr J. L. Wilson

1931

Board
Mr A. W. Drewe (Chairman)
Mr A. E. Easterby (Deputy Chairman)
Mr A.H.P. Friend
Mr C.W.B. Macfarlan
Mr W. J. Prizeman
Mr W. H. Renton
Mr J. L. Wilson

1932

Board
Mr A. W. Drewe (Chairman)
Mr E. W. Crow
Mr G. G. Dennis
Mr A. E. Easterby
Mr A.H.P. Friend
Mr C.W.B. Macfarlan
Mr W. J. Prizeman
Mr W. H. Renton
Mr J. L. Wilson

1933

Board
Mr A. W. Drewe (Chairman)
Mr E. W. Crow (Deputy Chairman)
Mr G. G. Dennis
Mr A. E. Easterby
Mr J. Ford
Mr C.W.B. Macfarlan
Mr W. G. Otty
Mr W. J. Prizeman
Mr J. L. Wilson

1934

Board
Mr A. W. Drewe (Chairman)
Mr E. W. Crow
Mr W. R. Golding
Mr J. Ford
Mr C.W.B. Macfarlan
Mr W. G. Otty
Mr W. J. Prizeman
Mr J. L. Wilson

1935

Board
Mr E. W. Crow (Chairman)
Mr A. W. Drewe (Deputy Chairman)
Mr J. Ford
Mr C.W.B. Macfarlan
Mr W. G. Otty
Mr W. J. Prizeman
Mr J. L. Wilson

1936

Board
Mr W. J. Prizeman (Chairman)
Mr C.W.B. Macfarlan (Deputy Chairman)
Mr E. W. Crow
Mr A. W. Drewe

Mr J. Ford
Mr W. G. Otty
Mr J. L. Wilson
Mr C. S. Schache

1937

Board
Mr A. W. Drewe (Chairman)
Mr E. W. Crow (Deputy Chairman)
Mr W. J. Prizeman
Mr C.W.B. Macfarlan
Mr W. G. Otty
Mr J. L. Wilson
Mr C. S. Schache

1938

Board
Mr W. J. Prizeman (Chairman)
Mr A. W. Drewe (Deputy Chairman)
Mr E. W. Crow
Mr C.W.B. Macfarlan
Mr J. D. McLean
Mr W. G. Otty
Mr J. L. Wilson
Mr C. S. Schache

1939

Board
Mr W. J. Prizeman (Chairman)
Mr A. W. Drewe
Mr E. W. Crow
Mr C.W.B. Macfarlan
Mr L. H. Mansell
Mr J. D. McLean
Mr J. L. Wilson
Mr C. S. Schache

1940

Board
Mr W. J. Prizeman (Chairman)
Mr A. W. Drewe
Mr E. W. Crow
Mr C. W. B. Macfarlan
Mr J. L. Wilson
Mr C. S. Schache

1941

Board
Mr W. J. Prizeman (Chairman)
Mr E. W. Crow
Mr C.W.B. Macfarlan
Mr L. H. Mansell
Mr J. L. Wilson
Mr C. S. Schache

1942

Board
Mr A. W. Drewe (Chairman)
Mr E. W. Crow
Mr W. R. Golding
Mr C.W.B. Macfarlan
Mr L. H. Mansell
Mr J. L. Wilson
Mr C. S. Schache
Mr R. S. Wilson

1943

Board
Mr C.W.B. Macfarlan (Chairman)
Mr A. W. Drewe
Mr E. W. Crow
Mr J. F. Donovan
Mr W. R. Golding
Mr C. S. Schache
Mr R. C. Wilson
Mr R. L. Weiske

1944

Board
Mr C.W.B. Macfarlan (Chairman)
Mr A. W. Drewe
Mr J. F. Donovan
Mr W. R. Golding
Mr C. S. Schache

Mr A. V. C. Smith
Mr W. G. Otty
Mr R. S. Wilson
Mr L. R. Weiske

1945

Board
Mr A. W. Drewe (Chairman)
Mr C.W.B. Macfarlan
Mr W. R. Golding
Mr C. S. Schache
Mr A. V. C. Smith
Mr R. S. Wilson
Mr L. R. Weiske

1946

Board
Mr W. R. Golding (Chairman)
Mr A. W. Drewe
Mr A. G. Greasley
Mr M. Hanson
Mr D. J. Kearney
Mr C.W.B. Macfarlan
Mr R. S. Wilson
Mr R. S. Wilson
Mr L. R. Weiske

1947

Board
Mr W. R. Golding (Chairman)
Mr A. G. Greasley
Mr M. Hanson
Mr C. S. Schache
Mr J. C. Baker
Mr R. S. Wilson

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1948

Board
Mr W. R. Golding (Chairman)
Mr G. C. Phillips
Mr A. G. Greasley
Mr M. Hanson
Mr C. S. Schache
Mr J. C. Baker
Mr R. S. Wilson

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1949

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr R.S. Wilson (Calliope)
Mr G. C. Phillips (Calliope)
Mr C.S. Schache (Old Govt)
Mr J.C. Baker (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1950

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr G. C. Phillips (Calliope)
Mr. T. Hickey (Old Govt)
Mr W.J.D. Shaw (Calliope)
Mr R.E. Smith (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1951

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr D.S. Walters (Calliope)
Mr. T. Hickey (Old Govt)
Mr. W.J.D. Shaw (Calliope)
Mr R.E. Smith (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1952

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr D.S. Walters (Calliope)
Mr T. Hickey (Old Govt)
Mr W. H. Hansen (Calliope)
Mr R.E. Smith (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1953/54

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr D.S. Walters (Calliope)
Mr D.S. Walters (Calliope)
Mr T. Hickey (Old Govt)
Mr W. H. Hansen (Calliope)
Mr R.E. Smith (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1955

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr D.S. Walters (Calliope)
Mr. T. Hickey (Old Govt)
Mr W.J.D. Shaw (Calliope)
Mr R.E. Smith (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1956

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr D.S. Walters (Calliope)
Mr. T. Hickey (Old Govt) - relinquished appointment 1 February 1956
Mr W.J.D. Shaw (Calliope)
Mr R.E. Smith (Old Govt) - appointed 29 March 1956

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1957

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr D.S. Walters (Calliope)

Mr W.J.D. Shaw (Calliope)
Mr R.E. Smith (Old Govt)
Mr E. Sutherst (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1958

Board
Mr M. Hanson, Jnr. (Chairman)
Mr J.E. Breslin (Gladstone)
Mr H. Anderson (Gladstone)
Mr W.R. Golding (Miriam Vale)
Mr D.S. Walters (Calliope)
Mr W.J.D. Shaw (Calliope)
Mr D.H.N. Neill-Ballantine (Calliope)
Mr W. Hansen (Calliope)
Mr E. Sutherst (Old Govt)
Mr A.G. Greasley (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1959

Board
Mr W.R. Golding (Chairman/
Miriam Vale)
Mr M. Hanson, Jnr. (Deputy Chairman)
Mr J.E. Breslin (Gladstone)
Mr H. Anderson (Gladstone)
Mr D.S. Walters (Calliope)
Mr W.J.D. Shaw (Calliope)
Mr D.H.N. Neill-Ballantine (Calliope)
Mr W. Hansen (Calliope)
Mr E. Sutherst (Old Govt)
Mr A.G. Greasley (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1960

Board
Mr W.R. Golding (Chairman/
Miriam Vale)
Mr M. Hanson, Jnr. (Deputy Chairman)
Mr J.E. Breslin (Gladstone)
Mr H. Anderson (Gladstone)
Mr D.S. Walters (Calliope)
Mr W.J.D. Shaw (Calliope)
Mr D.H.N. Neill-Ballantine (Calliope)
Mr W. Hansen (Calliope)
Mr E. Sutherst (Old Govt)
Mr A.G. Greasley (Old Govt)

Executive Officers
Secretary and Wharfinger - Mr. A.D. Hopper
Works Foreman - Mr. E.H. Warren

1961

Board
Mr W.R. Golding (Chairman/
Miriam Vale)
Mr M. Hanson, Jnr. (Deputy Chairman)
Mr J.E. Breslin (Gladstone)
Mr A.G. Owttrim (Gladstone)
Mr A.C. Chapman (Calliope)
Mr W.J.D. Shaw (Calliope)
Mr D.H.N. Neill-Ballantine (Calliope)
Mr E. Sutherst (Old Govt)
Mr A.G. Greasley (Old Govt)
Mr K. Hanson (Shire of Barana)
Mr R.S. McLintock (Shire of Barana)

Executive Officers
Secretary/Wharfinger of Board - Mr. A.D. Hopper

29,000 Online

1914

1924

1934



Company Secretary
Mr Peter Sharpe
2007 – 2011



Company Secretary
Ms Mariette Lansdell
2011 –



Gladstone Harbour Master
- Capt. Mike Lutze
1991 – 2013



General Manager
Mr Reg Tanna
1984 – 2000



CEO
Mr Leo Zussino
2000 – 2013



CEO
Craig Doyle
2013 –

Management
General Manager – Mr R.G. Tanna
Secretary – Mr B.J. Jordan
Senior Engineer – Mr N.G. Bowley
Controller Finance – Mr P.D. May
Accountant – Mr K.P. Norton
Senior Administration Officer – Mr I.A. Bailey
Engineering Manager – Mr I. Drury

1992/93
Board
Mr L.M. Zussino (Chairman)
Cr R.F. Maynard (Deputy Chairman)
Mr L.J. Bates
Ald. C.F. Brown
Mr D.J. Muir
Mr P.M. O'Callaghan
Mr S.W.R. Robertson
Capt. Mike Lutze (Ex-Officio, Harbour Master)

Management
General Manager – Mr R.G. Tanna
Secretary – Mr B.J. Jordan
Senior Engineer – Mr N.G. Bowley
Controller Finance – Mr P.D. May
Accountant – Mr K.P. Norton
Senior Administration Officer – Mr I.A. Bailey
Engineering Manager – Mr I. Drury

1993/94
Board
Mr L.M. Zussino (Chairman)
Cr R.F. Maynard (Deputy Chairman - completed term 30 June 1994)
Mr L.J. Bates, (Deputy Chairman from 1 July 1994)
Cr Col Brown (completed term 30 June 1994)
Cr Peter Coronos (commenced term 1 July 1994)
Ms C.A. Martin (commenced term 1 July 1994)
Mr D.J. Muir
Mr P.M. O'Callaghan
Mr S.W.R. Robertson
Capt. Mike Lutze (Ex-Officio, Harbour Master)

Management
General Manager – Mr R.G. Tanna
Administration Manager – Mr B.J. Jordan
Planning & Environment Manager – Mr N.G. Bowley
Finance Manager – Mr P.D. May
Accountant – Mr K.P. Norton
Operations Manager – Mr I.A. Bailey
Engineering Manager – Mr I. Drury

1994/95
Board
Mr L.M. Zussino (Chairman)
Cr R.F. Maynard (Deputy Chairman - completed term 30 June 1994)
Mr L.J. Bates, (Deputy Chairman from 1 July 1994)
Cr Col Brown (completed term 30 June 1994)
Cr Peter Coronos (commenced term 1 July 1994)
Ms C.A. Martin (commenced term 1 July 1994)
Mr D.J. Muir
Mr P.M. O'Callaghan
Mr S.W.R. Robertson
Capt. Mike Lutze (Ex-Officio, Harbour Master)

Management
General Manager – Mr R.G. Tanna
Administration Manager – Mr B.J. Jordan
Planning & Environment Manager – Mr N.G. Bowley

Finance Manager – Mr P.D. May
Accountant – Mr K.P. Norton
Operations Manager – Mr I.A. Bailey
Engineering Manager – Mr I. Drury
Human Resources Manager – Mr R.D. Boundy

1995/96
Board Directors:
Mr L.M. Zussino (Chairman)
Mr E.M. Clarke (Deputy Chairman)
Cr P. Coronos
Cr G.A. Creed
Mr J.P.A. Goodwin
Mr L.J. Bates
Cr B.R. Rideout
Capt. M.G. Lutze (Ex-Officio, Harbour Master)

Previous Directors:
Mr L.J. Bates
Ms C.A. Martin
Mr D.J. Muir
Mr P.M. O'Callaghan
Mr S.W.R. Robertson

Management
General Manager – Mr R.G. Tanna
Administration Manager – Mr B.J. Jordan
Planning & Environment Manager – Mr N.G. Bowley
Finance Manager – Mr P.D. May
Accountant – Mr K.P. Norton
Operations Manager – Mr I.A. Bailey
Engineering Manager – Mr I. Drury
Human Resources Manager – Mr R.D. Boundy

1996/97
Board
Mr L.M. Zussino (Chairman)
Mr E.M. Clarke (Deputy Chairman)
Cr Peter Coronos
Cr G.A. Creed
Mr J.P.A. Goodwin
Mr R.J. Nixon
Cr B.R. Rideout
Capt. M.G. Lutze (Ex-Officio, Harbour Master)

Management
General Manager – Mr R.G. Tanna
Administration Manager – Mr B.J. Jordan
Planning & Environment Manager – Mr N.G. Bowley
Finance Manager – Mr P.D. May
Accountant – Mr K.P. Norton
Operations Manager – Mr I.A. Bailey
Engineering Manager – Mr I. Drury
Human Resources Manager – Mr R.D. Boundy

1997/98
Board
Mr L.M. Zussino (Chairman)
Mr E.M. Clarke (Deputy Chairman)
Cr Peter Coronos
Cr G.A. Creed
Mr J.P.A. Goodwin
Mr R.J. Nixon
Cr B.R. Rideout
Capt. M.G. Lutze (Ex-Officio, Harbour Master)

Management
General Manager – Mr R.G. Tanna
Administration Manager – Mr B.J. Jordan
Planning & Environment Manager – Mr N.G. Bowley
Finance Manager – Mr P.D. May
Accountant – Mr K.P. Norton
Operations Manager – Mr I.A. Bailey
Engineering Manager – Mr I. Drury
Human Resources Manager – Mr R.D. Boundy

Mr R.D. Boundy
Marketing Manager – Mr Justin Schuh

1998/99
Board
Mr L. Zussino (Chairman)
Mr E.M. Clarke (Deputy Chairman)
Cr P. Coronos
Cr G.A. Creed
Mr R.L.J. Elliot
Ms J.A. Kraatz
Ms I.M. Sinkko
Dr M.H. Walker
Capt. M.G. Lutze (Ex-Officio, Harbour Master)

Management
General Manager – Mr R.G. Tanna
Administration Manager – Mr B.J. Jordan
Planning & Environment Manager – Mr N.G. Bowley
Finance Manager – Mr P.D. May
Accountant – Mr K.P. Norton
Operations Manager – Mr I.A. Bailey
Engineering Manager – Mr I. Drury
Human Resources Manager – Mr R.D. Boundy
Marketing Manager – Mr J. Schuh

1999/00
Board
Ms C.A. Martin (Chairperson)
Mr E.M. Clarke (Deputy Chairman)
Cr P. Coronos
Cr G. Creed
Mr R.L.J. Elliot
Ms J.A. Kraatz
Ms I.M. Sinkko
Dr M.H. Walker
Capt. M.G. Lutze (Ex-Officio, Harbour Master)

Management
General Manager – Mr R.G. Tanna (deceased 12 June 2000)
Special Projects Manager – Mr I.A. Bailey
Finance Manager – Mr P.D. May
Planning & Environment Manager – Mr N.G. Bowley
Employee Relations Manager – Mr R.D. Boundy
Engineering Manager – Mr I. Drury
Marketing Manager – Mr J. Schuh

2000/01
Board
Ms C.A. Martin (Chairperson)
Mr M. Clarke (Deputy Chairman)
Cr Peter Coronos
Cr G. Creed
Ms M. Sinkko
Dr M. Walker
Mr M. Clarke
Mr R. Elliot
Capt. M. Lutze (Ex-Officio, Harbour Master)

Management
General Manager – Mr L. Zussino
Planning & Environment Manager – Mr N.G. Bowley
Business Development Manager – Mr I.A. Bailey
Operations Planning and Research Manager – Mr D. Sullivan
Marketing Manager – Mr J. Schuh
Employee Relations Manager – Mr P. O'Sullivan
Mr Geoff White (Senior Administration Officer/Secretary)

2001/02
Board
Mr P. Dunning (Chairman)

Cr P. Coronos (Deputy Chairman)
Mr W. McLachlan
Cr G. Creed
Ms H. Gluer

Management
Chief Executive Officer – Mr L. Zussino
Chief Financial Officer – Mr M. Galt
Engineering Manager – Mr I. Drury
Business Development Manager – Mr I. Bailey
Planning and Environment Manager – Mr N. Bowley
Employee Relations Manager – Mr P. O'Sullivan
Operations Planning and Research Manager – Mr D. Sullivan
Marketing Manager – Mr J. Schuh
Senior Administration Officer/Secretary – Mr G. White

2002/03
Board
Mr R. Dunning (Chairman)
Cr P. Coronos (Deputy Chairman)
Mr W. McLachlan
Cr G. Creed
Ms H. Gluer

Management
Chief Executive Officer – Mr L. Zussino
Chief Financial Officer – Mr M. Galt
Engineering Manager – Mr I. Drury
Business Development Manager – Mr I. Bailey
Operations Support Services Manager – Mr M. Greenaway
Planning and Environment Manager – Mr N. Bowley
Safety and Employee Relations Manager – Mr P. O'Sullivan
Operations Planning and Research Manager – Mr D. Sullivan
Marketing Manager – Mr J. Schuh
Senior Administration Officer/Secretary – Mr G. White

2003/04
Board
Mr R. Dunning (Chairman)
Cr P. Coronos (Deputy Chairman)
Mr W. McLachlan
Cr G. Creed
Ms H. Gluer

Management
Chief Executive Officer – Mr L. Zussino
Chief Financial Officer – Mr M. Galt
Business Development Manager – Mr I. Bailey
Engineering and Environment Manager – Mr I. Drury
Operations Support Services Manager – Mr M. Greenaway
Safety and Employee Relations Manager – Mr P. O'Sullivan
Operations Planning and Research Manager – Mr D. Sullivan
Senior Administration Officer/Secretary – Mr G. White

2004/05
Board
Mr R. Dunning (Chairman)
Cr P. Coronos (Acting Chairman)
Mr W. McLachlan
Cr G. Creed
Ms H. Gluer
Mr C. Ware

Management
Chief Executive Officer – Mr L. Zussino
Commercial General Manager – Mr M. Galt

Mr M. Galt
Port Development General Manager – Mr I. Bailey
Engineering and Environment General Manager – Mr I. Drury
Operations Support and Maintenance Manager – Mr M. Greenaway
Corporate Relations General Manager – Peter O'Sullivan

2005/06
Board
Mr R. Dunning (Chairman)
Cr P. Coronos (Acting Chairman)
Mr H. Gluer (Chairman 1 July 2006 – 30 September 2007)
Mr C. Ware
Mr R. Scott
Mr S. Campbell
New appointees as of 1 July 2006:
Mr T. Crawford, Ms A. Staines and Mr R. O'Grady.

Management
Chief Executive Officer – Mr L. Zussino
Commercial General Manager – Mr M. Galt
Port Development General Manager – Mr I. Bailey
Engineering and Environment General Manager – Mr I. Drury
Operations Support and Maintenance General Manager – Mr M. Greenaway
Corporate Relations General Manager – Mr P. O'Sullivan
Operations General Manager – Mr L. Cook
Acting Operations Support and Maintenance General Manager – Mr Craig Walker

2006/07
Board
Ms Helen Gluer (Chairperson)
Mr C. Ware (Deputy Chairman)
Cr P. Coronos
Mr R. Scott
Mr S. Campbell
Ms A. Staines
Mr R. O'Grady
Mr S. Campbell
Mr T. Kelly

Management
Chief Executive Officer – Mr L. Zussino
Commercial General Manager – Mr M. Galt
Port Development General Manager – Mr I. Bailey (retired 2 July 2007)
Port Development General Manager – Mr I. Drury
Expansion Project Manager – Mr M. Greenaway
Corporate Relations General Manager – Mr P. O'Sullivan
Operations General Manager – Mr L. Cook
Acting Operations Support and Maintenance General Manager – Mr C. Walker

2007/08
Board
Mr I. Brusasco (Chairman)
Mr C. Ware (Deputy Chairman)
Mr P. Coronos (Director)
Mr T. Kelly (Director)
Ms G. Davidson (Director)
Ms J. Reynolds (Director)
Mr T. Crawford (Director)
Mr R. Scott (Director)
Ms A. Staines (Director)

2008/09
Board
Mr I. Brusasco (Chairman)
Mr C. Ware (Deputy Chairman)
Mr P. Coronos (Director)
Mr T. Kelly (Director)
Mr G. Davidson (Director)
Mr R. Reynolds (Director)
Mr T. Crawford (Director)
Mr R. Scott (Director)
Ms A. Staines (Director)

Management
Chief Executive Officer – Mr L. Zussino

Management
Mr L. Zussino, Chief Executive Officer
Mr M. Galt, Commercial General Manager
Mr I. Drury, Port Planning and Development General Manager
Mr Mark Greenaway, Expansion Project Manager
Mr Craig Walker, Port Operations General Manager/Acting Operations Support, Engineering and Maintenance General Manager
Ms H. Sayer, Acting Corporate Relations General Manager

2008/09
Board
Mr I. Brusasco (Chairman)
Mr C. Ware (Deputy Chairman)
Mr P. Coronos (Director)
Mr T. Kelly (Director)
Mr G. Davidson (Director)
Mr R. Reynolds (Director)
Mr T. Crawford (Director)
Mr R. Scott (Director)
Ms A. Staines (Director)

Management
Mr Leo Zussino, Chief Executive Officer
Mr Mike Galt, Commercial General Manager
Mr Ian Drury, Port Planning and Development General Manager
Mr Mark Greenaway, Project General Manager/Acting Corporate Relations General Manager
Mr Craig Walker, Port Operations General Manager

2009/10
Board
Mr I. Brusasco (Chairman)
Mr C. Ware (Deputy Chairman)
Mr P. Coronos
Mr T. Kelly
Ms G. Davidson
Ms J. Reynolds
Mr G. Toll

Management
Mr L. Zussino, Chief Executive Officer
Mr M. Galt, Commercial General Manager
Mr I. Drury, Port Planning Development General Manager
Mr M. Greenaway, Project Manager
Mr C. Walker, Port Operations General Manager
Ms E. Kirkby, Corporate Relations General Manager

2010/11
Board
Mr I. Brusasco (Chairman)
Mr C. Ware (Deputy Chairman)
Mr P. Coronos
Mr T. Kelly
Ms G. Davidson
Ms J. Reynolds
Mr G. Toll
Ms H. Skippen

Management
Mr Leo Zussino, Chief Executive Officer
Mr Mike Galt, Commercial General Manager
Mr Ian Drury, Port Planning Development General Manager
Mr Mark Greenaway, Project Manager
Mr Craig Walker, Port Operations General Manager

2011/12
Board
Mr I. Brusasco (Chairman)
Mr C. Ware (Deputy Chairman)
Mr P. Coronos

Mr T. Kelly
Port Development General Manager
Ms J. Reynolds
Mr G. Toll
Ms H. Skippen

Management
Mr L. Zussino, Chief Executive Officer
Mr M. Galt, Commercial General Manager
Mr I. Drury, Port Planning Development General Manager
Mr M. Greenaway, Project Manager
Mr C. Walker, Port Operations General Manager

2012/13
Board
Mr M. Brodie (Chairman)
Mr C. Ware (Deputy Chairman)
Mr C. Greig
Ms G. Davidson
Ms J. Reynolds
Ms H. Skippen
Mr W. Moorhead

Management
Mr L. Zussino, Chief Executive Officer
Mr M. Galt, Commercial General Manager
Mr G. Carter, Port Planning and Development General Manager
Mr A. Brown, Cargo Handling Operations General Manager
Mr J. Sherriff, Safety, Environment and Risk General Manager
Ms T. Schmidt, Corporate and Employee Relations General Manager

2013/14
Board
Mr M. Brodie (Chairman)
Mr C. Ware (Former Deputy Chairman, completed his third term as a GPC Board member and second term as Deputy Chairman on 31 September 2013).
Mr C. Greig
Ms G. Davidson
Ms H. Reynolds
Ms H. Skippen
Mr W. Moorhead
Mr G. Ward

Management team
Mr C. Doyle, Chief Executive Officer
Mr M. Galt, Commercial General Manager
Mr G. Carter, Port Planning and Development General Manager
Mr A. Brown, Cargo Handling Operations General Manager
Mr J. Sherriff, Safety, Environment and Risk General Manager
Ms T. Schmidt, Corporate and Employee Relations General Manager
Captain G. Wilson, Marine Operations General Manager
Mr B. Halpin, WIGET Operations General Manager
(Mr L. Zussino, Former Chief Executive Officer completed his 13 year leadership of GPC on 31 August 2013).

FINANCIAL ADMINISTRATION

From 1914 to 1987, the Gladstone Harbour Board retained its cash surpluses, which were used to develop the port and to pay down loans from the Queensland Government.

With the formation of the Gladstone Port Authority (GPA) as a Statutory Government Body in 1987, the Authority was required to pay a levy of five per cent of profits to the Queensland Government. This grew to a dividend of 40 per cent of profits following the declaration of the Authority as a Government Owned Corporation in 1994.

In 2001, the Queensland Government imposed a debt for equity swap and a 90 per cent dividend policy.

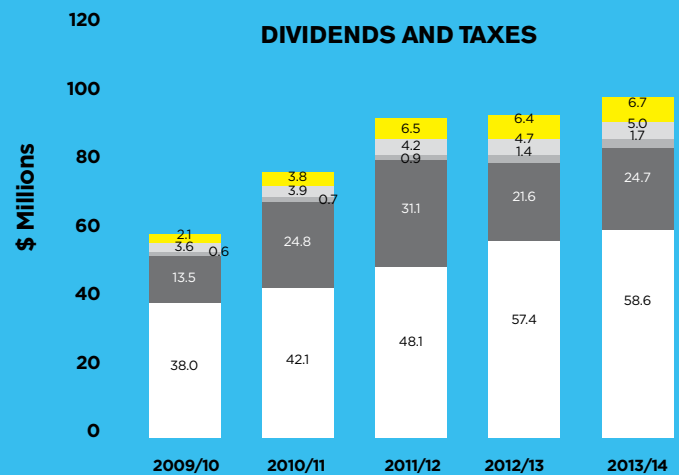
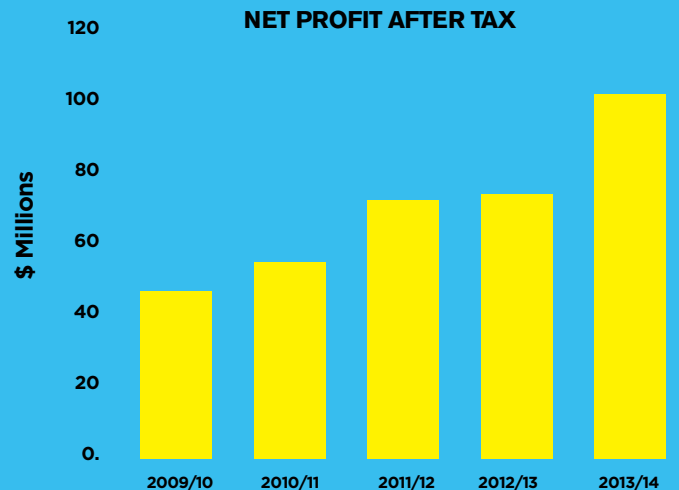
After corporatisation in 1994, capital works over \$5 million required Shareholding Minister approval. This limit was raised over time to \$50 million but reverted back to \$10 million in 2012.

Only once in its 100 year history did the Queensland Government use Consolidated Revenue to invest in port infrastructure. This was in the 2004-2007 expansion of the RG Tanna Coal Terminal.

The \$340 million investment was repaid by dividends and tax equivalent payments within six years.

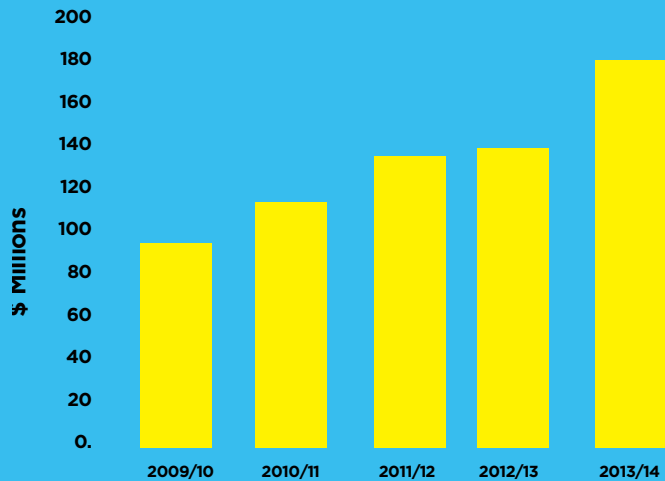
As such, the major proportion of the \$1.96 billion of assets of the Gladstone Ports Corporation (GPC) were paid for by accumulated surpluses and by the Corporation's customers.

For 87 of its 100 years, Gladstone region-based Board members and management controlled the activities and finances of the GPA. During the last 13 years, the Corporation grew into a major enterprise with relevant Board experience drawn from around the state. Whilst the rapidly growing profits reverted to the Queensland Government, robust representation by GPC management ensured financial support for the port's undertaking was forthcoming.



General Manager - Commercial Operations, Mike Galt.

EARNINGS BEFORE INTEREST AND TAX



The Corporation continued to act as the major facilitator of economic growth and job creation for Central Queensland whilst becoming one of Queensland's best performing, financially stable and most profitable Government Owned Corporations.

On 12 June 2000, 10 weeks short of his retirement, Reg Tanna collapsed and died from a heart attack.

Reg gave 34 years of exemplary service to the Gladstone Harbour Board/ Port Authority as the Engineer Manager (1966-1984) and as the General Manager (1984-2000).

His engineering skills and leadership qualities underpinned his enduring legacy of sustainable port development.

REMEMBERING REG TANNA



1995-2014

INTRODUCTION

WE ARE AN ISLAND NATION AND AUSTRALIA'S SPORTS PLAY A PIVOTAL ROLE IN THE CREATION OF OUR NATION'S WEALTH AND PROSPERITY. (Leo Zussino, Chairman 1990-1999).

During the final two decades of the Gladstone Ports Corporation's first century, the Corporation continued to stand resolutely at the forefront of wealth creation within the Gladstone region and Central Queensland. This was a period of phenomenal growth, prosperity and community.

The journey of three billion people in China, India and south-East Asia towards first world status provided incredible economic opportunities for resource rich Central Queensland.

To generate maximum benefit from this opportunity, the Authority once again leveraged its abundant shipping capacity and its understanding of world commodity markets to underpin its economic, environmental and social sustainability. It also formally joined with relevant state and local infrastructure stakeholders to plan a sustainable future for the Gladstone region.

These processes enabled a massive \$40 billion of investment in the Yarwun Alumina Refinery, three LNG export facilities on Curtis Island and expansions of the Boyne Aluminium Smelter, the Orica Chemical Plant and the Queensland Lime and Cement facility.

Port infrastructure burgeoned with the number of wharves in Gladstone Harbour doubling from 10 to 20, the creation of a deep water channel to Curtis Island by the largest dredging project (22 million cubic metres) ever undertaken in Australia, the substantive 34 million tonnes per annum (mtpa) expansion of the RG Tanna Coal Terminal, the construction of the Wiggins Island Coal Terminal and the Port Access Road, the addition of 400 hectares of reclaimed port land at Fisherman's Landing and Wiggins Island and the construction of a new 12 vessel tug harbour.

Trade through the Port of Gladstone grew by over 60mtpa to almost 100mtpa, with the value of trade expanding from \$3 billion to \$20 billion per annum.

The period commenced with a 1995 record trade figure of 36.8 million tonnes and ended with a 2014 record trade figure of 97.6 million tonnes due to strong growth in coal exports, aluminium industry trade, bulk liquids, the chemical industry and general cargo.

The imminent commencement of 25mtpa of liquid natural gas exports in 2015 and an additional 25mtpa of coal exports through the new Wiggins Island Coal Terminal should see trade expand to 150mtpa by 2020.

Trading revenue for the Gladstone Ports Corporation expanded over the two decades from \$69 million to \$398 million, whilst total assets of the Corporation grew from \$450 million to \$1.96 billion.

Net profit after tax skyrocketed from \$12.3 million to \$101 million.

By the end of the first century of the Gladstone Harbour Board/Port Authority/Ports Corporation, port trade was generating over \$1.25 billion per year in direct benefits to the Australian public in royalties, dividends, taxes and charges. That figure is expected to rise to between \$2-\$2.5 billion per year by the end of the decade when trade value is forecast at \$35 billion per annum.

The work could not have been completed nor the remarkable figures achieved without an accompanying increase in manpower. The Gladstone Ports Corporation (GPC) workforce expanded dramatically by 454 employees from 333 to 787.

Also pivotal to the success was the close co-operation of Gladstone's highly professional port community. Maritime Safety Queensland, ships agents, tug operators, marine pilots, lines boat providers, Customs, AMSA, AQIS, load masters and ship providers all expanded in lock step with the growth in trade.

Locally, the sustained growth generated strong employment, rapid population growth and significant economic and social infrastructure. Gladstone's population grew by 20,000 to 64,000.

In 2014, unemployment was the lowest in the nation with over 15,000 persons constructing the \$32 billion LNG projects on Curtis Island and the \$2.9 billion Wiggins Island Coal Terminal.

Engineering firms and related service provider businesses in the Gladstone region prospered.

The city experienced a major building boom with thousands of houses and apartments being constructed as well as retail, commercial and light industrial premises. Kirkwood Road, a major ring road for safe B-double truck traffic, was constructed with Federal Government funding in accordance with the 1999 Gladstone Region Integrated Transportation Plan. \$170 million

was expended upgrading the Calliope Crossroads to remove interaction of traffic between the Calliope community and Gladstone with the Bruce Highway.

The Gladstone community also gained from over \$120 million of first class infrastructure facilitated by the Gladstone Port Authority (GPA), including extensions to the Marina Parklands and the construction of Spinnaker Park, the East Shores precinct at Auckland Inlet, the Gladstone Entertainment and Convention Centre, Library Square, the marina boat ramp, a state of the art Volunteer Marine Rescue Centre, the Gladstone Coal Exporters Sporting Complex, as well as earthworks and/or services for the Mission to Seafarers, four new buildings at the CQ University Marina Campus and numerous schools, church grounds and sporting complexes.

This period heralded constructive engagement by the GPA with the local Indigenous community, ensuring the Traditional Owners of the harbour and its foreshores shared in the benefits of the port's prosperity. Employment targets were set, mentoring programs implemented, cultural awareness training undertaken, Indigenous naming of foreshore parks and pathways facilitated, NAIDOC Week funding provided, the Future Leaders

Indigenous Liaison Group established, a Reconciliation Action Plan adopted, pre-European occupation of Gladstone harbour acknowledged through the Port's History Books and a 35 year Native Title (ILUA) Agreement was signed and ratified.

The community also benefited from the GPA's \$200 million environmental sustainability initiatives.

When the La Nina weather patterns of 2010 and the two 100 year flood events in January 2011 and 2013 devastated the seagrasses in Gladstone harbour, the scientific data contained within these studies and programs enabled GPC to respond to concerns about the environmental impact of the Western Basin Dredging and Disposal Project.

The comprehensive 260 page Curtis Coast Coastal and Marine Resource Inventory Report of 2012 clearly demonstrated Gladstone harbour was being developed sustainably with the study concluding that the impacts of two decades of phenomenal port development on the marine environs of Gladstone Harbour had been minor.

The 2014 Pilot Report on the health of Gladstone harbour by the Gladstone Healthy Harbour Partnership confirmed that Gladstone harbour remains a healthy waterway – a fact reinforced by the record 2013 Gladstone harbour commercial seafood harvest.

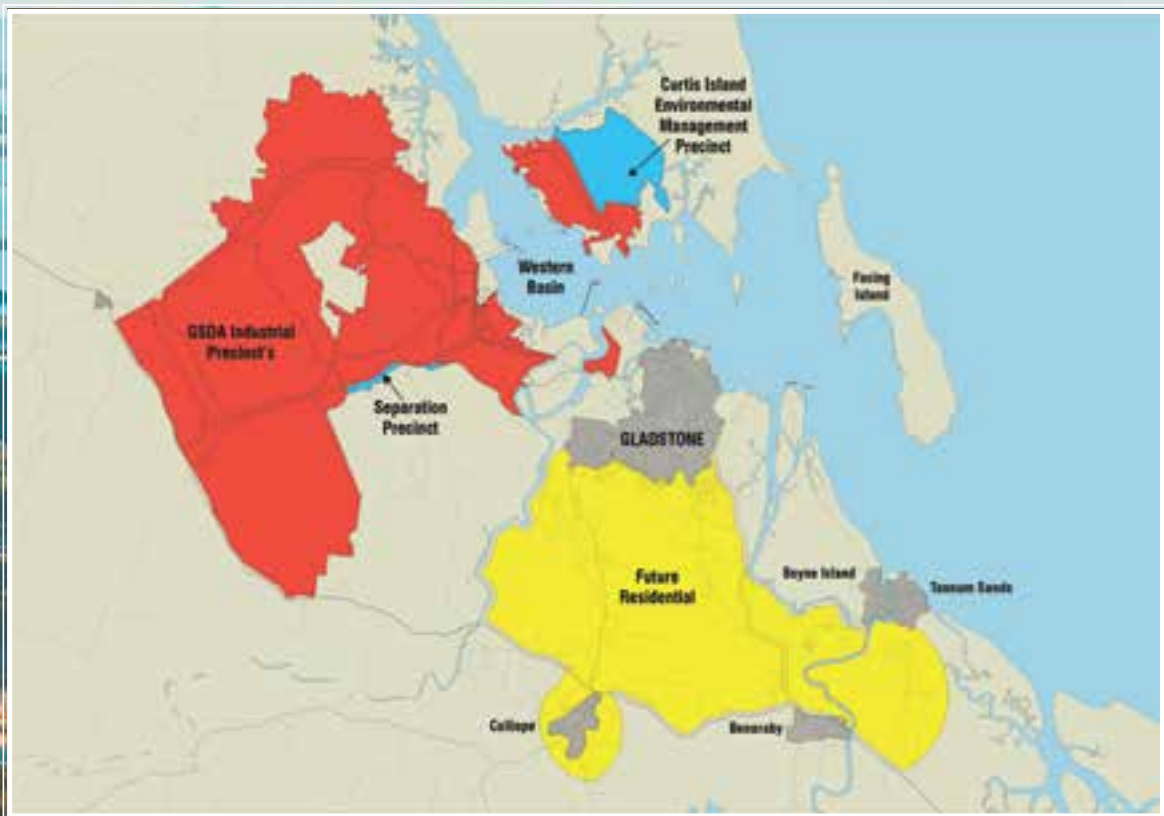
The final two decades of the Gladstone Ports Corporation's first hundred years were indeed a period of phenomenal growth, prosperity and community, which transformed Gladstone into Australia's 21st Century industrial city.



VISION AND STRATEGY

THE STRATEGIC PLANNING JOURNEY FOR THE PORT OF GLADSTONE, WHICH COMMENCED WITH THE RELEASE OF THE FIRST 50 YEAR STRATEGIC PLAN, UNDERPINNED THE SUSTAINABLE DEVELOPMENT OF THE PORT AND THE TRANSFORMATION OF GLADSTONE INTO AUSTRALIA'S 21ST CENTURY INDUSTRIAL CITY.

GLADSTONE – A SUSTAINABLE CITY



Comprehensive economic, environmental and social studies and planning by the Gladstone Port Authority and by the Queensland Government, local governments and major infrastructure providers, set the framework for sustainable growth of the Gladstone region.

- 1992** The Port of Gladstone 50 Year Strategic Plan
- 1994** The Curtis Coast Resource Report
- 1995** The Curtis Coast Coastal Management Plan
- 1992-1997** The Gladstone Industrial Land Use Study
- 1994** The Declaration of the Gladstone State Development Area 1994
- 1998** The Port of Gladstone 50 Year Strategic Plan Update
- 1999** The creation of the Gladstone Economic and Industry Development Board
- 1999** The Gladstone Integrated Regional Transportation Plan
- 1999** The establishment of the Gladstone Interactive Air Shed Model
- 2000** The Gladstone Economic and Industry Development Board Strategic Plan
- 2005** The Western Basin Intermodal Study
- 2006** The Port of Gladstone Shipping Capacity Model
- 2006** The Gladstone Area Water Board Strategic Plan
- 2006** The Queensland Rail Master Plan
- 2008** The Port of Gladstone 50 Year Strategic Plan Update
- 2009** The Gladstone Clean and Healthy Air Study
- 2010** The Gladstone Regional Council Town Plan
- 2010** The Port of Gladstone Western Basin Master Plan
- 2010** The Gladstone Social Infrastructure Strategic Plan
- 2012** The Port of Gladstone 50 Year Strategic Plan Update
- 2012** The Curtis Coast Coastal and Marine Resource Inventory Report
- 2014** Gladstone Healthy Harbour Partnership Report



“Only the Port of Gladstone has a long term plan in place” Page 50

ECONOMIC SUSTAINABILITY

Studies and plans for economic sustainability of the Port focused on Western Basin port facilities, port shipping capacity, intermodal links for Port Central and a new tug berth facility. Planning for future expansion of the RG Tanna Coal Terminal and for future port facilities at Port Central also commenced. Port planning was integrated with economic planning and promotion of the Gladstone region through the Gladstone Economic and Industry Development Board.

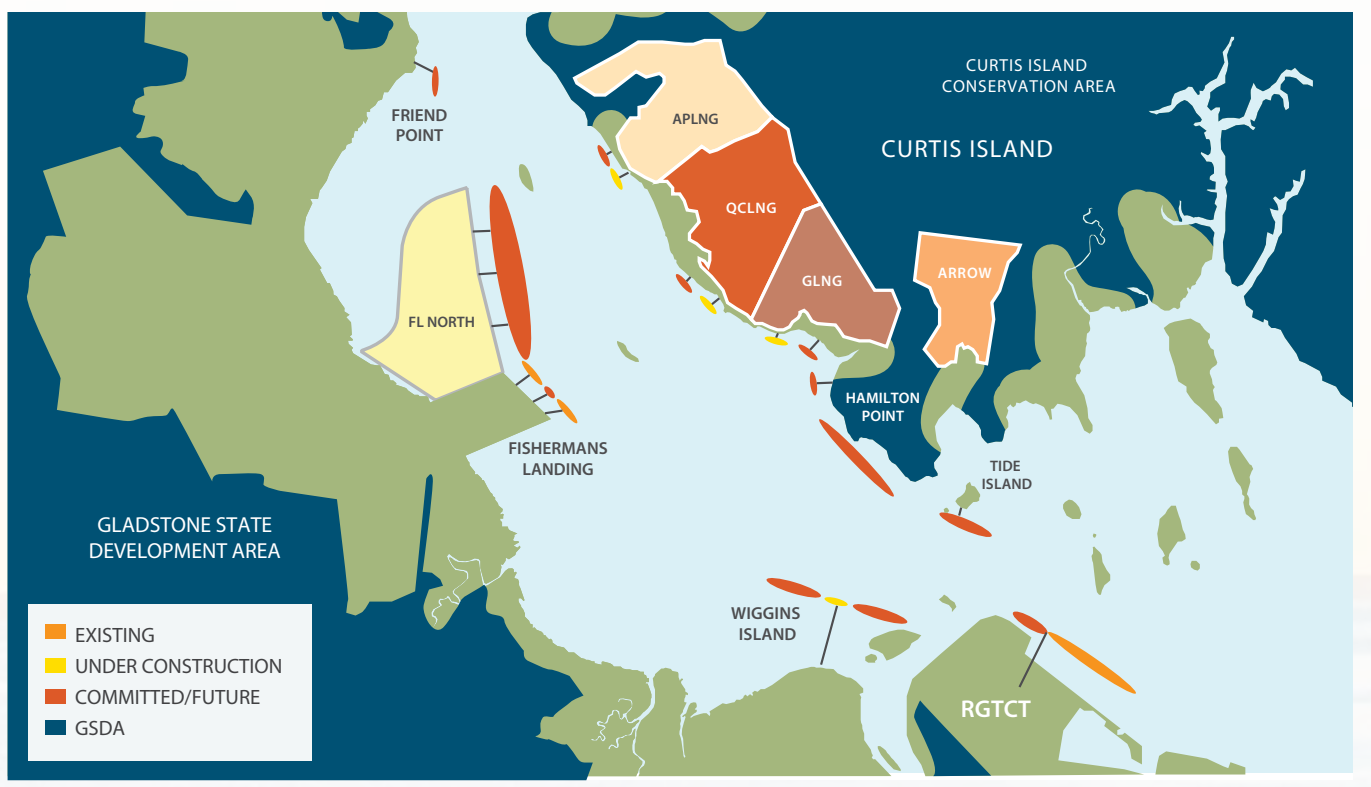
Port of Gladstone Western Basin Master Plan

In 2010, after seven years of planning studies, the Queensland Government adopted the Port of Gladstone Western Basin Master Plan as a Statutory Planning Document under Section 10(2) of the State Development and Public Works Act 1971.

The 30 year Master Plan is designed to facilitate the

orderly and sustainable development of the Western Basin into the most important industrial port precinct on the East Coast of Australia.

The development is underpinned by a 20 year Western Basin Dredging and Disposal Approval for 46 million cubic metres obtained in 2010.



Western Basin Dredging Approval

The development of the Western Basin required dredging of 46 million cubic metres to provide access to all wharf centres specified in the 30 Year Master Plan. A dredging approval was sought and an Environmental Impact Statement process commenced in 2008. It was facilitated by the proposal to construct four LNG export facilities on Curtis Island.

A 20 year Federal and Queensland Government approval for the Western Basin Dredging and Disposal Project was granted on 22 October 2010.



The Purchase Of Hamilton Point, Curtis Island

Hamilton Point is the only location in Gladstone Harbour where multiple (five) land backed berths for cape sized vessels can be facilitated without substantial dredging, making it a highly valued port development site. It is the best port location on the East Coast of Australia for a future major container transshipment terminal as it can accommodate the world's super-sized container ships and has an available land mass of 300 hectares.

This strategic site was identified as part of the first 1992 50 Year Strategic Plan for the Port of Gladstone. However, the port site was privately owned.

Following repeated recommendations by Leo Zussino to the Board from 2001, the Board purchased the 380 hectare parcel of freehold land at Hamilton Point in 2003.

Santos, QGC and APLNG each sought to site their LNG facility on Hamilton Point. However, the Queensland Government supported the Ports Corporation's contention that the site needed to be retained for trade requiring deep draft vessels. The LNG projects were constructed to the north of Hamilton Point.

Port of Gladstone Shipping Capacity Model

As a part of the preliminary planning process for the Western Basin Master Plan, the Board of the Gladstone Port Authority, in 2002, approved the development of a Port of Gladstone Shipping Capacity model.

The complex model was created and tested over a five year period at a cost of \$8 million.

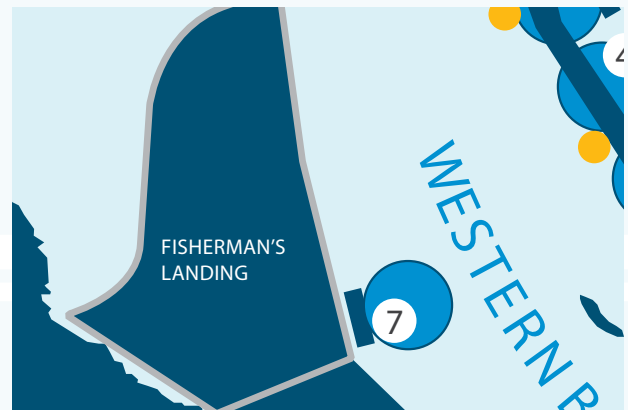
The model enabled the Ports Corporation to make an assessment of the ultimate capacity of the existing shipping channels based on projected trade. It facilitated the commitment of the Ports Corporation to long term contractual arrangements with new shippers and it assisted the Corporation in evaluating the impact of combinations of proposed projects.

In 2010, the model revealed the need for additional shipping capacity within a decade.

Fisherman's Landing Reclamation Approval

Fisherman's Landing is designated under the 30 year Western Basin Master Plan as the largest wharf centre in Gladstone harbour. The Gladstone Ports Corporation commenced an Environmental Impact Statement process in 2005 to seek approval to reclaim up to 300 hectares of seabed at Fisherman's Landing to accommodate an additional seven to eight berths.

Approval was granted by the Queensland Government in 2009.



Port Central Port Access Road

The major challenge to the orderly and sustainable growth of the original Port precinct, Port Central, was the issue of heavy vehicle access.

Four routes were proposed with the Gladstone Port Authority, in 1996, settling on a route suggested by Queensland Rail which utilised the main north coast rail corridor.

This route would remove heavy vehicles from the Central Business District (CBD) and allow the conversion of the Flinders Parade heavy truck route into parklands.

In 1998, the Australian Government pledged partial funding under its Roads of National Importance program.

It took another four years before the funding package of \$15 million was finalised with \$7.5 million from the Australian Government, \$5 million from the Queensland Government, \$1.5 million from the Calliope Shire Council and \$1 million from the Gladstone Port Authority.

The Gladstone Port Access Road Stage 1 was officially opened on 17 March 2005 by the Deputy Prime Minister and Minister for Transport and Regional Services Hon. John Anderson MP, who stated, "More than 500 heavy vehicles per day have been removed from Gladstone's CBD since the opening of the \$15 million Gladstone Port Access Road earlier this month."

\$50 million of funding for Stage 2 extension of the Port Access Road to Blain Drive was committed by the Australian Government in the 2010 Federal Budget.

Major Tug Berth Facility

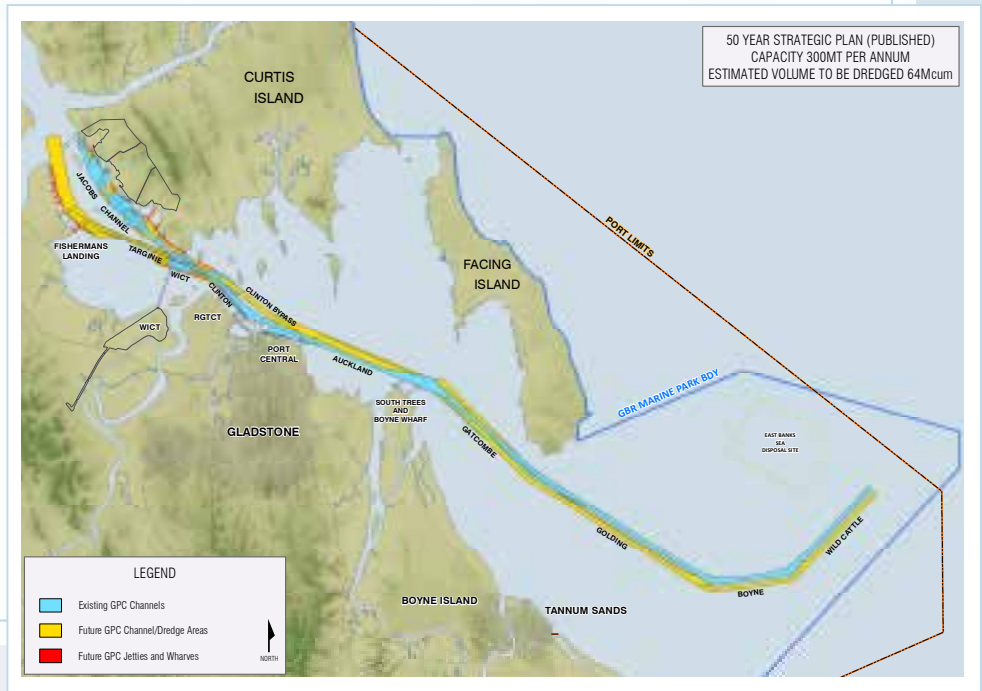
The long planned relocation of the tug berth was facilitated by the Curtis Island LNG industry requirement for five new purpose built tugs. Construction commenced on a new tug terminal facility in 2012. The facility, which was completed in 2014, can accommodate 12 tugs. It is strategically located behind the RG Tanna Coal Terminal at the southern end of the increasingly busy Western Basin.

ECONOMIC SUSTAINABILITY

Port of Gladstone Shipping Channel Duplication

In 2010, the Port of Gladstone Shipping Capacity model revealed that full duplication of the shipping channel was required for the Port of Gladstone to be developed to its full potential.

The duplication is planned to be undertaken in stages commencing with the Gatcombe and Golding shipping channels in the outer harbour. The Environmental Impact Statement for this proposed duplication commenced in 2012.



Friend Point Wharf Centre

This proposed wharf centre is located at the northern end of the Port of Gladstone's Western Basin. It will serve new export industries in the Targinnie precinct of the Gladstone State Development Area.



Port Central



The historical Port Central precinct adjoins the centre of Gladstone city – a paramount consideration in planning its sustainable long term development. This consideration drove the commitment from Gladstone Ports Corporation (GPC) in 2008, to cease loading coal at Barney Point during the first year of operations of the new Wiggins Island Coal Exporting Terminal, scheduled for 2014/2015.

Port Central is planned to expand from the current five berths into an eight berth port precinct handling containers, general cargo, petroleum products, grains and clean bulk products.

The GPC 50 Year Strategic Plan specifies that the Port Central petroleum tank farms will be relocated to Fisherman's Landing at the completion of the existing oil company lease agreements.

Tide Island



The naturally available deep water and the isolated location makes Tide Island an ideal location for super tanker bulk liquid berth facilities. The bulk liquids would be conveyed to the island by pipeline from storage tanks located on nearby Hamilton Point.

This site has been set aside for a future oil shale export industry.

Ticor Quarry

In January 2006, CQPA acquired the Ticor Quarry for \$1.35 million. The acquisition ensured rock supplies for the Fisherman's Landing reclamation area bund wall.



RG Tanna Coal Terminal Expansion

The RG Tanna Coal Terminal is owned and operated by the Gladstone Ports Corporation. In 2014, it was one of the largest coal exporting terminals in the world, with an exporting capacity of 74 million tonnes per annum (mtpa).

The terminal boasts three rail unloading stations, a coal storage capacity approaching 6 million tonnes, four berths and three shiploaders.

The terminal has been planned to be expanded to 100mtpa with the addition of a fourth rail unloading station, additional stockpiles, a fourth shiploader, a fifth berth and improved tidal access.



THE GLADSTONE ECONOMIC AND INDUSTRY DEVELOPMENT BOARD

Major resource industry attraction and facilitation was strengthened by the establishment of the Gladstone Economic and Industry Development Board (GEIDB) in 1999.

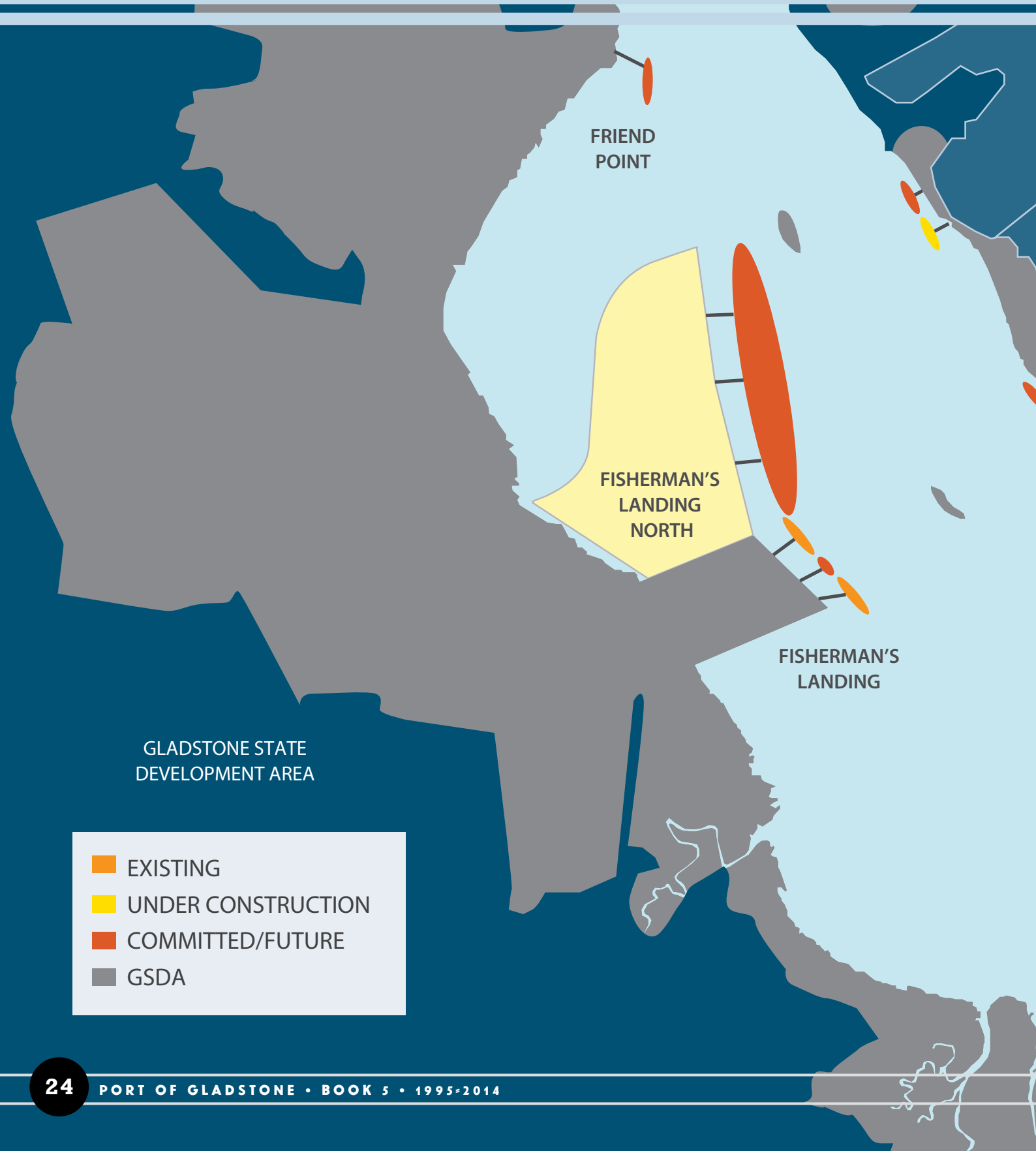
The Gladstone Port Authority lobbied the Queensland Government to establish a Board consisting of representatives of the Co-ordinator General, the local governments and all local infrastructure providers.

During its 12 year operation, the GEIDB, a Statutory Board under the Queensland Co-ordinator General, vigorously pursued major resource industry opportunities and established infrastructure working groups for each industry proponent. The complex issues surrounding the simultaneous establishment of three Curtis Island LNG projects were resolved through a series of GEIDB sponsored working groups.

During its 12 year history, Leo Zussino was Chairman with the Queensland Deputy Co-ordinator General appointed as Deputy Chairman.

PORT OF GLADSTONE

50 YEAR STR

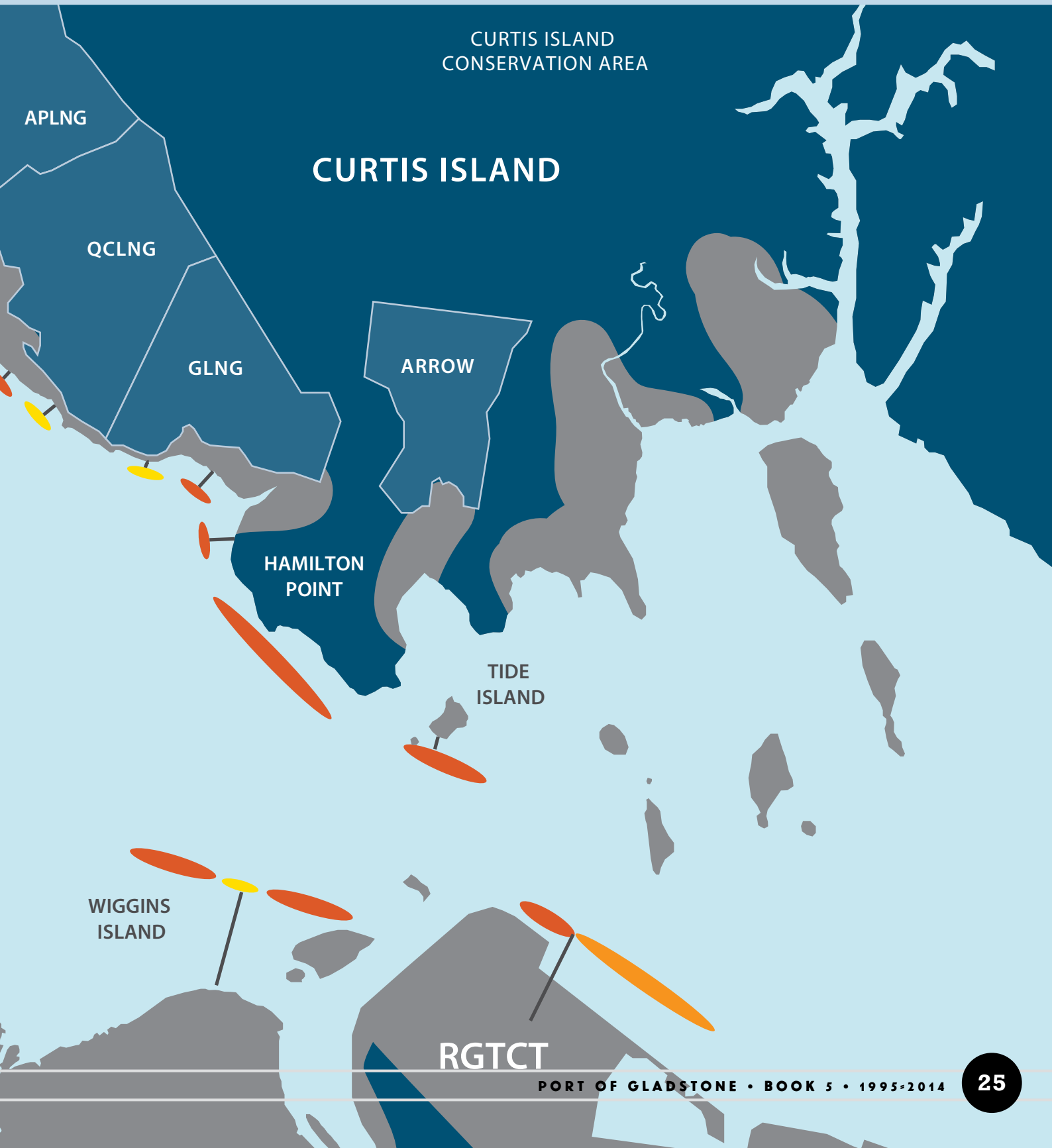


GLADSTONE STATE
DEVELOPMENT AREA

- EXISTING
- UNDER CONSTRUCTION
- COMMITTED/FUTURE
- GSDA

STRATEGIC PLAN

FOR THE WESTERN BASIN



CURTIS ISLAND
CONSERVATION AREA

CURTIS ISLAND

APLNG

QCLNG

GLNG

ARROW

HAMILTON
POINT

TIDE
ISLAND

WIGGINS
ISLAND

RGTCT

ENVIRONMENTAL SUSTAINABILITY

THE MARINE ENVIRONMENT

TWO DECADES OF HARBOUR HEALTH MONITORING, STUDIES AND PLANS

BETWEEN 1995 AND 2014, THE GLADSTONE PORT AUTHORITY BECAME AN AUSTRALIAN LEADER IN PLANNING AND IMPLEMENTING STRATEGIES TO SUCCESSFULLY MITIGATE DETRIMENTAL MARINE ENVIRONMENT IMPACTS FROM PORT DEVELOPMENT AND TO COMPENSATE FOR UNAVOIDABLE IMPACTS.

1991 – 1994	Curtis Coast Resource Plan (Environmental Scan)	2002	Cessation of sewerage effluent into Gladstone Harbour with QAL taking effluent water for its cooling towers
1995	Water Quality Monitoring and Benthic testing by CQ University	2002	Annual seagrass monitoring commences
1995	Continuous water quality monitoring commenced with CSIRO Greenspan Aqualabs	2007 – 2010	Detailed testing of harbour environ for Western Basin Dredging Project and LNG projects' marine studies
1998 – 2005	Contaminate pathways in Port Curtis <ul style="list-style-type: none"> • A CRC Study of metals and dissolved metals in Gladstone harbour by CSIRO, University of Queensland and CQ University 	2008	ISO 14001:2004 Environmental Management Plan Accreditation
1999	First Strike Oil Pollution Response Plan	2011 – 2014	\$72 million of monitoring, marine restoration, marine enhancement and research primarily in the Western Basin
2002	Port Curtis Integrated Monitoring Program (\$750,000 per annum) (Ecosystem Health Report Card) <ul style="list-style-type: none"> • Water Monitoring • Seagrass Monitoring 	2013	Curtis Coast Coastal and Marine Resources Inventory Report 2012
		2013	Establishment of the Gladstone Healthy Harbour Partnership

\$125 MILLION WAS EXPENDED ON ST AND MARINE RESTORATION ACTIVITI AUSTRALIAN PORT.

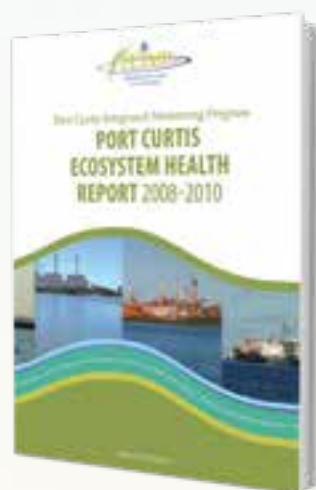
The Port Authority's Curtis Coast Resource Plan 1994 enabled the Queensland Government to implement the Curtis Coast Coastal Management Plan 1995. This was the first legislated Coastal Management Plan for a Queensland Port. It provided the Port Authority with an environmentally sustainable framework for development.

To mitigate the detrimental impacts of its operational activities, the Gladstone Port Authority commenced a multi-million dollar process of developing and implementing an Environmental Management Plan. Accreditation for its Environmental Management Plan was awarded under environmental standard ISO 14001:2004 in 2008.

Gladstone Ports Corporation also joined with other port users and stakeholders to collectively monitor and strategise to ensure Gladstone Harbour remained a healthy waterway as it grew into an increasingly busy commercial port.

The Port Curtis Integrated Monitoring Program (PCIMP) was established in 2006. PCIMP consisted of members from 16 bodies representing industry, government and research institutions. It implemented a co-operative monitoring program designed to assess the ecosystem health of Gladstone Harbour. PCIMP produced a bi-annual Gladstone Harbour Health Report Card from 2008.

In 2013, the Queensland Government in conjunction with the Gladstone Ports Corporation, all relevant Federal



and State Government Departments, the Gladstone Regional Council, Gladstone resource industries, marine scientific groups, regional and local environment groups, Indigenous representatives and Gladstone community representatives established the Gladstone Healthy Harbour Partnership. The role of the Partnership was to monitor the health of Gladstone Harbour and to undertake marine research which built on the existing knowledge base of the marine environs of the harbour.

The knowledge base was significantly expanded with marine information obtained during the preparation of the Environmental Impact Statements by independent consulting engineers Aurecon, Worley Parsons and GHD for the three Curtis Island LNG projects and for the LNG Western Basin Dredging Project and Dredge Management Plan.

This included contamination and metals testing of core samples from over 1,000 bore holes 30 metres deep in the proposed dredged area.

The data was complemented by \$54 million of comprehensive monitoring and marine research undertaken from 2010 to 2014 as part of the LNG Western Basin Dredging and Disposal Project approval.

BY 2014 THE MARINE ENVIRONS OF GLADSTONE WERE THE MOST EXTENSIVELY MONITORED AND RESEARCHED PORT MARINE ENVIRONS WITHIN AUSTRALIA.

STUDIES, RESEARCH, MONITORING ES – A RECORD FIGURE FOR AN

The Western Basin Dredging and Disposal Project also contained an environmental offset component valued by the Queensland Government Ecofund at close to \$80 million. It involved the incorporation of 5,000 hectares of Strategic Port Land into the Rundle National Park and the provision of \$15 million of marine restoration and marine research projects.



In 2013, the Gladstone Ports Corporation (GPC) released the Curtis Coast Coastal and Marine Resources Inventory 2012, an update of the Curtis Coast Study Resource Report 1994. The report was prepared by consulting engineers GHD. It provided the basis for assessing the impact of two decades of port development on the environs of Gladstone Harbour.

AIR QUALITY

The Gladstone Port Authority demonstrated leadership and sought the co-operation of other industry to plan for and implement actions to protect the health and liveability of the Gladstone community through the significant reduction in industrial dust emissions and pollution.

The Gladstone Dust Committee, an initiative of the GPC Board, expended over \$130 million between 1991-1997 on air quality monitoring and on the reduction of fugitive dust emissions. By 1997, the extensive air quality monitoring program demonstrated that rural burn-off was the last remaining source of substantive air pollution for Gladstone.

Between 2006 and 2014, GPC expended over \$80 million on fugitive emissions control of its expanded coal export terminals following recommendations from a major benchmarking study comparing fugitive dust prevention measures on GPC's coal terminals to those implemented in a number of the world's coal export terminals. Recommended options adopted included the installation of water mist sprays, stockpile arrangements and early warning weather devices to assist trigger preventative actions.

However in 2006, a community campaign with respect to coal dust emissions set in train a \$7 million Queensland Government funded Gladstone Clean and Healthy Air Study, with the final report issued in November 2011.

**THE AIR QUALITY MONITORING
PROGRAM FOR GLADSTONE WAS
THE MOST COMPREHENSIVE
UNDERTAKEN IN AUSTRALIA.**

SOCIAL SUSTAINABILITY

For decades the Gladstone Port Authority kept its covenant with the community by using its manpower and equipment to build community infrastructure when requested and by mowing sporting ovals.

The 1990s heralded a shift to a strategic approach in the Port Authority's engagement with the community. The Authority understood that for a major industrial port to continue to expand its activities, it required a social licence to operate from the community.

Social sustainability plans focused on enhancing liveability by developing the interface between the port and the community, providing additional recreational boating facilities, a Reconciliation Action Plan with Gladstone's Indigenous community, effective communication strategies with the Gladstone community and targeted community support programs.

The 10 Year Foreshore Park plan was progressively implemented during the 1990s, and in the early 2000s the Authority worked closely with the Gladstone City Council to prepare basic concepts for the interface between the Foreshore Park plan for Auckland Inlet and the Central Business District.

In 2008, the Gladstone Ports Corporation (GPC) commenced detailed planning for the Auckland East Shores precinct extending from the mouth of Auckland Inlet to Welby Creek.

Plans were prepared for additional recreational boating facilities, including a major Marina Recreational Boating precinct with a state of the art VMR Centre on Alf O'Rourke Drive, a Fisherman's Landing Boat Ramp and a Boyne River marina.

In 1992, the GPA set aside almost 30 hectares of marina land bordered by Auckland Inlet, Bryan Jordan Drive, Alf O'Rourke Drive and Hanson Road for the long-term development of Central Queensland University.

GPC also entered into an arrangement with CQUniversity to assist in the development of its Marina Campus. The Port Authority offered to build and maintain all the roads, carparking and landscaping for the Marina Campus provided CQUniversity extended the breadth of courses offered to Gladstone residents.

Community focused initiatives during this period included Port Open Days, Paint the Port competition, Western Basin Dredging harbour information cruises, the Botanic to Bridge Fun Run and Healthy Living Expo, port tours, beach web cameras and a \$400,000 per annum community assistance and donation program.

Interface with the Traditional Owners of the Port of Gladstone extended over a wide range of activities.

After two decades of strengthening and maturing engagement with the Gladstone Aboriginal, Torres Strait Islander and South Sea Islander community, in 2010, GPC sought to formally structure its relationship with the community through the implementation of an agreed Reconciliation Action Plan

Information dissemination was substantially enhanced with CEO Community and Stakeholder forums, a GPC website and regular media updates on port activities.



The Ports Corporation had always stood at the forefront of the provision of community infrastructure for Gladstone.

In 2008, with the potential for a massive boom from the LNG projects and the Wiggins Island Coal Terminal, the Gladstone Ports Corporation (GPC) and the Gladstone Economic and Industry Development Board (GEIDB) recommended to the Queensland Government and the Gladstone Regional Council that a Social Infrastructure Strategic Plan be developed for Gladstone.

\$300,000 was committed for the 18 month study through equal contributions from the GEIDB, the Gladstone Regional Council and the Queensland Department of Infrastructure and Planning.

The Strategic Plan provided Federal, State and Local Governments and industry proponents with a list of prioritised social infrastructure and service requirements under low, medium and high growth scenarios for the Gladstone community. This allowed Government to plan for and react to the Gladstone growth spurt as well as enabling industry proponents to target their social infrastructure provision to ensure maximum benefit for the Gladstone community.



Fisherman's Landing Boat Ramp



There is potential for a public boat ramp to be constructed at the north-western end of the Fisherman's Landing extension to facilitate ease of access for recreational fishers to the Narrows.

Boyne River Marina Proposal



GPC has plans for the development of the Boyne River marina as a community offset for the proposed Gatcombe/Golding Channel Duplication.

BOTANIC TO BRIDGE FUN RUN AND HEALTHY LIVING EXPO

In 2009, the Gladstone Ports Corporation (GPC) responded to the Queensland Government's call for government organisations to assist their communities to reduce obesity amongst children. This call was triggered by a government report that concluded the current generation of school children may have a lower life expectancy than their parents as a result of unhealthy food and a lack of exercise.

The Corporation developed a plan for an annual fun run and healthy living expo for the Gladstone community, which specifically targeted participation by school children. All nomination fees from school children, their parents and relatives were matched by the GPC and returned to the nominated school to fund healthy living programs.

The plan for the fun run included:

- Over \$20,000 in prize money to attract runners from throughout the region.
- Professional organisation by a major capital city fun run provider.
- An 8km route from the Botanical Gardens to the Gladstone Marina, and a 3km route from Reg Tanna Park to the Marina—both passing over the Marina bridge.
- Promotion within the Gladstone district and schools by major sporting identities.
- All the features of a major capital city fun run.



THESE VISIONARY ECONOMIC, ENVIRONMENTAL AND SOCIAL PLANNING PROCESSES INTERLINKED TO ENSURE THE RAPID ECONOMIC GROWTH OF THE PORT OF GLADSTONE AND THE GLADSTONE REGION DURING THESE TWO DECADES OCCURRED WITHIN A ROBUST, SUSTAINABLE ENVIRONMENTAL AND SOCIAL CONTEXT.

COAL EXPORTS BOOM

GLADSTONE
A WORLD LEADING
COAL EXPORT PORT

Marine works were completed for the RG Tanna Coal Terminal Expansion Project in September 2007.

COALEXPORTSTREBLEDFROM23.3MILLIONTONNESPERANNUM (MTPA)TO69.7MTPAANDINTERNATIONALCOALBUYERDEMAND ELEVATED CENTRAL QUEENSLAND INTO MARKET DOMINATION OF THE WORLD COKING (METALLURGICAL) COAL TRADE.

This period (1995-2014) commenced on an optimistic note, with two new coal mines - Gordonstone and Ensham - starting to export their coal through the RG Tanna Coal Terminal. Both mines chose Gladstone over Hay Point, advising the efficient coal exporting facilities at the port and the co-operative nature of Gladstone Port Authority negated the disadvantage of substantially higher rail freight charges.

The two new mines were closely followed by the development of the South Blackwater Kenmare and BHP's Crinum underground mines, which commenced shipment through the Port of Gladstone in 1997/1998.

A major burst of new mine developments and expansions occurred during the first decade of the 21st Century with the commencement of the Lake Vermont, Rolleston and Minerva mines and with the expansion of the Blackwater, Dawson, Kestrel, Ensham, Jellinbah and Yarrabee mines.

Throughout the majority of this period, Central Queensland controlled 55 to 60 per cent of the world traded market in coking coal, the high quality coal used in the production of steel.

CENTRAL QUEENSLAND COAL REGION

BLACKWATER

- Mining operations at South Blackwater mine were incorporated into Blackwater mine in late 2000.
- In 2007, new coal handling preparation allowed for a significant increase in production.

ROLLESTON

- Commenced October 2005

MINERVA

- Commenced November 2005

YARRABEE

- Production at Yarrabee had grown from a modest 1.5 million tonnes (mt) in 2005 to 3.2mt in 2013.

DAWSON

- Dawson underwent a major expansion in 2007. It commissioned a new wash plant and associated infrastructure (conveying system & dump stations) capable of producing 12.7mtpa.

LAKE VERMONT

- Commenced February 2009
- Mine infrastructure expanded in 2012/2013

JELLINBAH

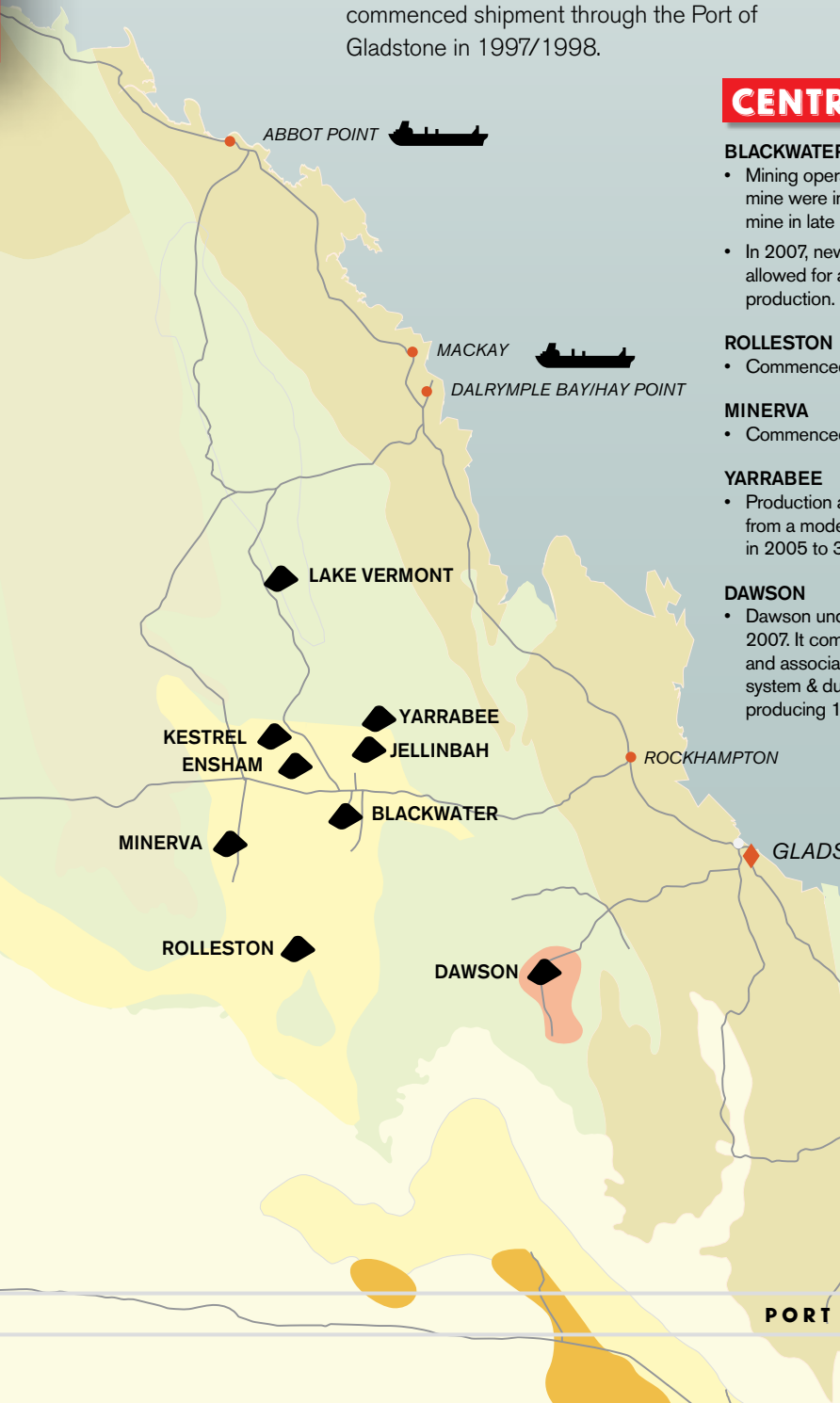
- In 2013, Leighton Contractors started operations at Jellinbah after taking over from John Holland Group.

KESTREL

- Kestrel South coal mine extension was opened in October 2013, increasing production to 6mtpa.

ENSHAM

- Ensham, after celebrating 20 years of operation and 100mt of shipments in 2013, continued to transition the focus of its operations to underground coal production from open cut mining. Underground coal production commenced in 2012.



BUYING THE BARNEY POINT COAL TERMINAL

In 1998, Gladstone Port Authority (GPA) purchased the Barney Point Coal Terminal from BHP Mitsui at a cost of \$10 million. This strategic purchase provided the Authority with the flexibility to maximise coal exports through two terminals. It also enabled the Corporation to commit, in 2008, to cease coal loading at the inner city facility during the first year of operation of the Wiggins Island Coal Terminal.



THE RG TANNA THIRD BERTH A PUBLIC/PRIVATE PARTNERSHIP

On 27 October 2000, GPA Board sought Queensland Government approval to construct the third berth to facilitate the expansion of the RG Tanna Coal Terminal to 40 million tonnes per annum (mtpa), in accordance with the Coal Terminal Master Plan.

The request to the Shareholding Ministers was rejected on the basis of a Barlow Jonker Coal Industry analysis, commissioned by the Shareholding Ministers, predicting Gladstone's coal exports would not surpass its 35mtpa of capacity for at least a decade.

On 17 January 2001, Leo Zussino, on behalf of the Board, re-applied to the Shareholding Ministers for approval submitting supporting information on actual and projected coal tonnages, which demonstrated the urgent need to provide additional coal exporting capacity.

The Shareholding Ministers responded on 14 April 2001 advising:

"Any further consideration by us of the Third Berth Project will only be undertaken...on the basis the uncertainty in the forecast coal tonnages can be removed..."

Not to be deterred, Leo sought and obtained Board support to approach the Gladstone coal shippers with a proposition that if the shippers funded the third berth, GPA, whilst retaining ownership, would share the profits from the revenue derived from the additional capacity. The coal shippers agreed and a unique public/private partnership, the RG Tanna Third Berth Agreement, received Shareholding Minister "in-principle" approval on 24 August 2001 and final approval on 4 October 2001.

The RG Tanna Coal Terminal third berth was completed in April 2003 just as a massive upsurge in coal demand was gaining momentum.

It has been estimated that the provision of the third berth in early 2003 facilitated the export of an additional 15-20 million tonne of coal in 2003/2004 and 2004/2005.

An amusing footnote to this story occurred at the World Coal Conference in Paris in 2008. Jeremy Barlow, the Principal of Barlow Jonker, asked Leo why the Gladstone Ports Corporation did not subscribe to the Barlow Jonker Coal Report. Leo replied, "Jeremy, you will wish you had never asked me that question".



HELLO CHINA



The granting of World Trade Organisation membership to China on 11 December 2001 set in motion a sharp rise in economic activity in China which, within two years, fuelled strong demand for commodities such as coal and iron ore. This led China to commence reducing its import tariffs on both coking and thermal coal by the end of 2003.

A dramatic rise in Chinese coal imports ensued stimulating a burst of new coal mine developments in Queensland and substantial Chinese investment in the Australian coal industry.

In 1990, China produced 60 million tonne of steel. In 2014, China produced over 800 million tonne of steel. 800kg of coking coal is required to manufacture 1 tonne of steel.

Between 1990 and 2014, world coal production expanded from 4.7 billion tonne to over 8 billion tonne.

Chinese annual coal consumption rose from 1.5 billion tonne in 2003 to 3.7 billion in 2014.

RG TANNA A SUPER



RG Tanna Coal Terminal, June 2014

EXPANDS INTO TERMINAL

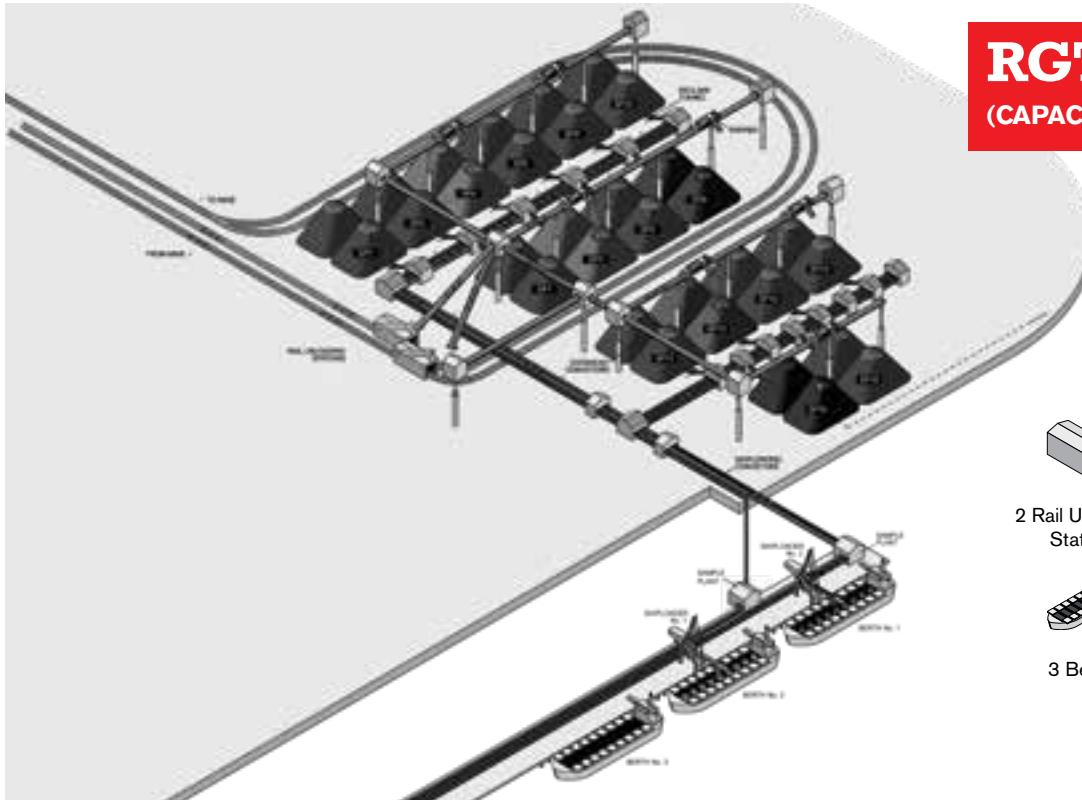


RG TANNA





In 2004, the Central Queensland Ports Authority embarked on the largest single expansion of the RG Tanna Coal Terminal (RG TCT) increasing its capacity from 40 million tonnes per annum (mtpa) in 2003 to 68mtpa by the end of 2007 and ultimately to 74mtpa by 2014. As an interim measure, Barney Point was expanded to handle 8-10mtpa of exports.

The RG Tanna Expansion Project occurred in a period of strong construction activity, which fuelled rapidly rising input prices and labour costs and high demand for project personnel.

The Authority had difficulty sourcing an external experienced project management team and as the scope and complexity



RG TCT 2004
(CAPACITY: 40MTPA)

-  2 Rail Unloading Stations
-  2 Shiploaders
-  3 Berths
-  16 Stockpiles

By 2014, the RG TCT, which commenced in 1980 with 10mtpa of capacity through had expanded to three rail unloading stations, 22 stockpiles, four berths and three



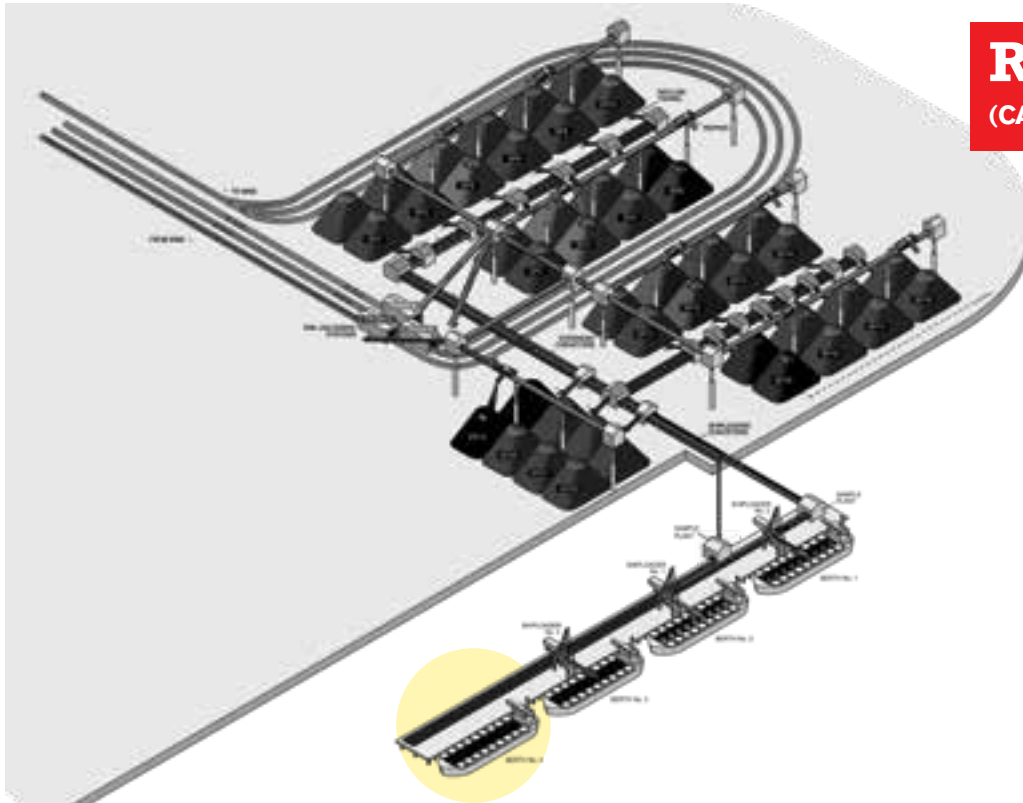
EXPANSION

of the expansion grew with additional coal exporter commitment, it became clear, by the end of 2005, that the project was not being efficiently managed.





Despite considerable opposition from some coal exporters, an internal project management team was assembled under Mark Greenaway. Due to senior management's determination

and the discipline of the project team, the RG Tanna Expansion project to 68mtpa was completed by the end of 2007 within the required timeline and below the revised budget.

Over the next seven years a series of minor upgrades and the construction of Stockpile 22 were undertaken.



RGTCT2014
(CAPACITY: 74MTPA)

-  3 Rail Unloading Stations
-  3 Shiploaders
-  4 Berths
-  22 Stockpiles

one rail unloading station, four stockpiles, one berth and one shiploader, shiploaders capable of handling 74mtpa.



WIGGINS

ISLAND



Wiggins Island, a designated resource industry port precinct, emerged as a potential coal terminal with the strategic purchase, in 2003, of Hamilton Point on Curtis Island. The acquisition provided an alternative location for industries requiring the use of cape sized vessels.

The Terminal is owned by:

- | | | |
|---------------------|-------------------|-----------------------|
| 1. Aquila Resources | 4. Cockatoo Coal | 7. Wesfarmers Curragh |
| 2. Bandanna Energy | 5. Glencore | 8. Yancoal |
| 3. Caledon Coal | 6. New Hope Group | |

*Wiggins Island Coal
Terminal and Wharf.*

QUEENSLAND'S FIRST NEW COAL EXPORTING TERMINAL IN TWO DECADES

With coal exporters seeking additional port capacity beyond the planned capacity of the RG Tanna Coal Terminal, a scoping study for a Wiggins Island Coal Export Terminal (WICET) was presented to the November 2004 Central Queensland Ports Corporation Board meeting. CEO Leo Zussino was granted approval to present the proposal to coal shippers, but only after he had obtained positive support from the Queensland Government.

The response from both the Queensland Government and existing and potential coal exporters was extremely positive.

A hybrid Los Angeles Coal Terminal design was chosen by the Ports Authority. The design incorporated a low cost in-loading system with very accurate placement of coals on stockpiles and low dust generation through a bridge stacker with a telescopic chute. It also enabled the RG Tanna accurate blending system to be replicated within the out-loading system.

The Environmental Impact Statement was finalised in 2007.

In the same year, 18 coal companies agreed to fund the completion of detailed engineering and a full feasibility study for the project at a cost of \$140million.

Unfortunately, as a result of the impact of the Global Financial Crisis, which commenced in late 2007, the Queensland Government advised the Ports Authority it was not in a position to lend funds to the Authority to build the terminal.

To ensure momentum was not lost, the Authority threw its support behind the concept of a coal company owned terminal operated by the Central Queensland Ports Authority. The proposal was pursued



Premier of Queensland Peter Beattie with GPC CEO Leo Zussino

enthusiastically by the 18 coal companies, with Premier Anna Bligh announcing on 26 November 2008 that the consortium had been appointed the Preferred Proponent to finance and build the WICET.

On 30 September 2011, WICET finalised its financial package and tenure arrangements facilitating the construction of Stage 1.



The Gladstone Ports Corporation (GPC) had moved several key project management personnel from the RG Tanna Expansion into the team overseeing the WICET detailed engineering and full feasibility and had offered to project manage Stage 1. The GPC project personnel possessed

a deep understanding of coal terminal construction within the marine environment of Gladstone Harbour and were well placed to ensure an efficient and timely project delivery.

However, WICET chose instead to oversee the construction of the project itself.

After a series of project delays, the WICET was scheduled to receive its first trainload of coal in March 2015. The first shipment was expected to depart the terminal before the end of the 2014/2015 Financial Year.

The decade long journey to establish an additional major coal exporting terminal in the Port of Gladstone was complete. By the end of 2014, the RG Tanna and WICET, had capacity of 100mtpa with the capability for further expansion to over 180mtpa.

MARKETING THE PORT

TO ASIA AND INDIA

グラッドストーン港

格拉德斯通港

글래드스톤 의 포트

A strong marketing campaign was developed and implemented during the 1990s and continued throughout this period.

Annual marketing campaigns to Asian and Indian steel mills and power utilities were conducted and Japanese, Korean and Mandarin language DVDs and brochures were produced extolling the accurate blending capabilities of the RG Tanna Coal Terminal and the quick turnaround of ships through the Port of Gladstone.

The blending advantage of the dozer reclaim system at RG Tanna—which guaranteed less than one per cent variation by weight from the specified blend by 2004—gave Gladstone a distinct marketing advantage over stacker/reclaimer coal export terminals.

As coal demand grew and prices increased, Gladstone Ports Corporation (GPC) senior executives heavily promoted this advantage, which increased the value of lesser quality Southern Bowen Basin coking coals, and made them more attractive to buyers.



Gladstone Port Authority Chairman Leo Zussino (L) and General Manager Reg Tanna (R) on a visit to Asia in May 1994.

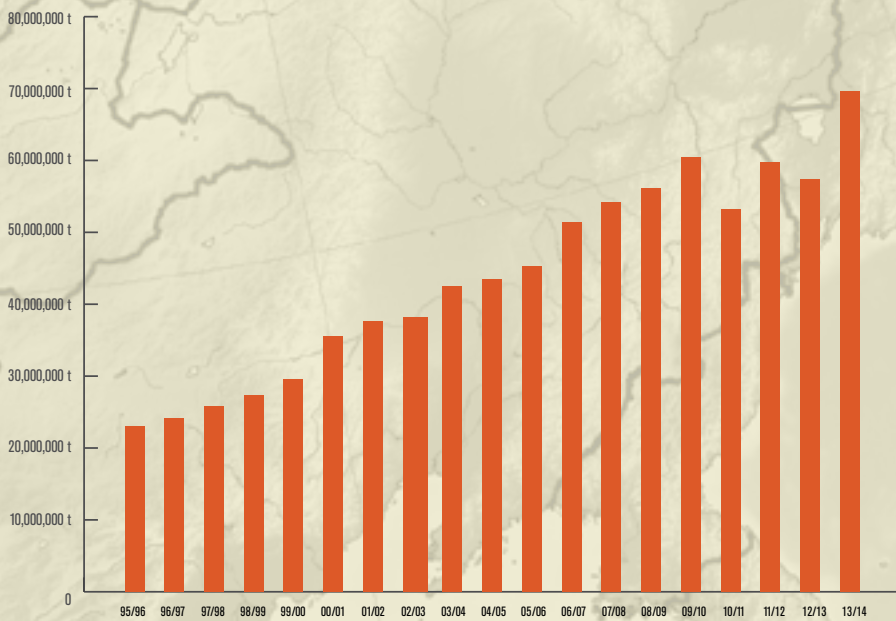
Positive buyer response was evidenced in the early 2000s when demand for blended coal exploded to 80 per cent of coal exports, and during the mid-2000s when buyers sought additional tonnes from Gladstone due to long shipping delays at other coal export ports.

During the first decade of the 21st Century, coal exports to India and China grew significantly. Whilst Japan remained the major annual buyer, on a number of months since 2010, China or India became the leading destination. This trend is expected to continue with India following China towards developed nation status.

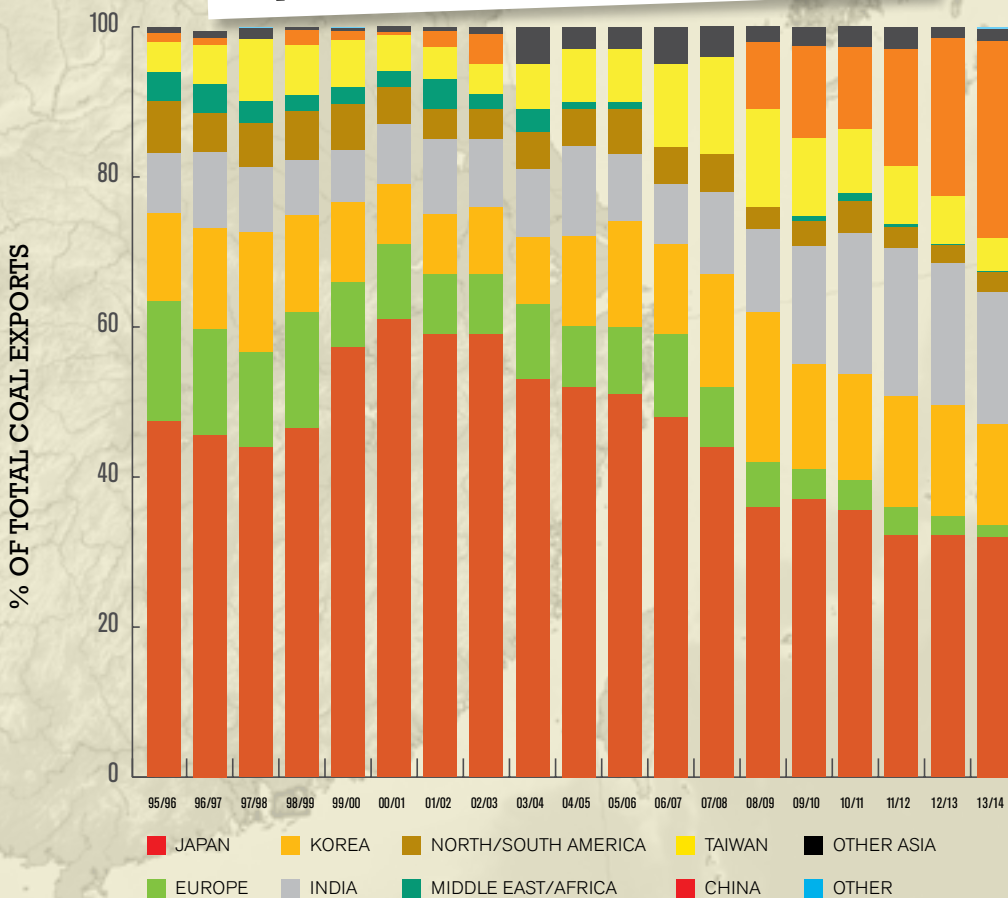
“The operational and ground staff are great. They’re good at what they do, they seem to enjoy working there and it shows in the work they do.”

– Statement from coal exporter, GPC 2012 Corporate Image Study

COAL EXPORTS THROUGH THE PORT OF GLADSTONE



PORT OF GLADSTONE MAJOR COAL MARKETS



SHOHAKU JAPAN GOLDEN BEIJING CHINA
 KWEICHOW CHINA XIN HAN CHINA
 SHIN NICHIGO JAPAN ZHEN BANG CHINA
 SHANGHAI SPIRIT CHINA CHINA FRIENDSHIP CHINA

IN PORT INNOVATION

Innovation in coal handling had been the hallmark of Gladstone since the day, in 1954, when **Bill Turner** convinced the Board Secretary that a bulldozer could successfully reclaim coal during ship loading at Auckland Point. It was the first of a series of major coal handling innovations.

BELT TRACKING AND TRANSFER SYSTEMS

Almost every major coal exporting terminal in the world contains belt tracking devices and transfer systems that were developed in Gladstone.

Alan Huth, a Gladstone Port Authority (GPA) mechanic who displayed a talent for identifying and proposing material handling solutions, enlisted the services of Paul Sundstrom from Tasman Engineers, in the late 1980s, to design a conveyor belt tracking device and a transfer system in accordance with his concepts.

In the early 1990s, Paul joined with Mick Wordsworth to form Tasman Warajay. Together they successfully trialed and installed the patented, highly advanced Blacktracker on conveyor systems throughout the terminal by the mid 1990s.

However, it was the more substantial transfer systems which clearly demonstrated the brilliance of Alan's design concepts.

These systems guide coal at 6,000 tonne per hour from one belt to another smoothly with low energy and minimal belt damage. Tasman's transfer systems were installed into every major coal exporting terminal in the nation and in terminals in the USA, Europe, Asia and Africa due to their superior coal handling qualities.

Alan also designed a modified blade for bulldozers, which rolled rather than pushed coal, significantly increasing production rates and reducing fuel consumption. He assisted in the development of the single strand belt weigher, which enabled precise coal blending, a hallmark marketing feature of the RG Tanna Coal Terminal.



Alan Huth's talents were recognised in 1993 when he became the first person without formal tertiary engineering qualifications to be awarded Australia's National Bulk Materials Handling Award from the Australian Institute of Engineers.



THE TRAIN UNLOADING JACKHAMMERING SYSTEM

In 2001, the Gladstone Port Authority Engineering Department was commissioned to find an innovative solution to the strenuous and dangerous unloading of Southern Bowen Basin sticky coal.

Operators were required to jackhammer the sides of each wagon whilst walking alongside the moving train, consisting of up to 100 wagons.

A “Hammerhead” system, which travelled along an overhead conveyor, was designed and developed by mechanical engineer, Peter Feltoe, and technical officer, Michael Fuller.

The system won the Queensland Government’s 2001 Workplace Health and Safety Innovation Award in the Large Business Category.



Unloading jackhammer system in use.



The Gladstone Ports Corporation’s mechanical engineer, Peter Feltoe, at the rail unloading upgrade at RG Tanna Coal Terminal in 2001 with the Queensland Government Workplace Health and Safety Innovation Award.



PLC SYSTEM

The Programmable Logic Control (PLC) system for the operations of the RG Tanna Coal Terminal was originally developed in-house by electrical technicians John Judge, Richard Smith and Rohan Fallon in the late 1980s.

Contractors installed a new system into the massive 34 million tonnes per annum expansion of the terminal during 2004 to 2007. However, the original Gladstone Ports Corporation (GPC) electrical technicians proved invaluable to the migration of the new system into the older parts of the terminal whilst maintaining full operational capability.

This was such a high risk undertaking it remained at the top of the uncontrolled business risks for the Corporation from 2007 until 2012, when the migration was successfully completed.

By 2014, the system allowed operators to turn on specific conveyors from the three rail unloading stations and set the trippers to any one of the 22 stockpiles.

It also allowed the ship-loading operator to commence loading from up to four stockpile locations through a complex series of conveyor belts extending for 75 kilometres.

A WORKPLACE TRANSFORMED

THE GLADSTONE PORTS CORPORATION COAL OPERATIONAL SITES AND THE WORK PRACTICES CONTROLLING THEM WERE TRANSFORMED DURING THIS PERIOD.

The first Occupational Health and Safety Plan was implemented in 1995. It was followed by a series of revisions and upgrades to an acclaimed AS/NZS 4801 Accredited system.

An operational Lifestyle Roster providing two long weekends every month was developed by workforce representatives and implemented for the 24 hour operational sites in 2001. This innovative roster has been adopted at a number of resource industry sites throughout Queensland and Australia.

Full personal protective work wear was issued and drug and alcohol testing introduced for all worksites, including head office.



PPE IN 1994



PPE IN 2014



The coal unloading area of RG Tanna Coal Terminal was improved with:

- Automatic unloading systems
- Air-conditioned operator control rooms with advanced programmable logic controls
- An automated "Hammerhead" jackhammering system



A state of the art dozer maintenance shed was constructed and the fleet of 23 D11 dozers were fitted with:

- Advanced ergonomic seats
- Dust filtering air-conditioning systems
- Safety access ladders



The shiploading cabins were redesigned after comprehensive workforce and expert consultations with respect to safety, efficiency and comfort. The new cabins incorporated advanced programmable logic controls.



Worker facilities and comfort were improved with:

- Modern crib rooms
- Undercover parking
- Automatic car washers
- Barbecue facilities
- Landscaping



A health centre was established with a team of health professionals to manage workforce health and wellbeing programs as well as workplace rehabilitation.

THE ADMINISTRATION WORKPLACES WERE ALSO TRANSFORMED UNDER AN OFFICE STRATEGY IMPLEMENTED IN 2008.



Kullaroo House became the head office for the Corporation following a major restoration under National Trust guidelines. A Maritime Security Identification Card issuing office was established in Goondoon Street. The Corporate and Community Relations Department moved into renovated offices at East Shores. A restoration plan was implemented for the original Yarroon Street head office for payroll, information technology and finance, and Floor 6 of the Entertainment Centre redevelopment was set aside for Port Planning and Development personnel.

Due to the co-operative workforce culture created, there were no industrial stoppages during the last 15 years of the first century of Gladstone Ports Corporation.

GLADSTONE: AUSTRALIA'S 21ST CENTURY INDUSTRIAL CITY

DURING THIS PERIOD (1995-2014), THERE WAS A PHENOMENAL \$40 BILLION WORTH OF INVESTMENT IN THE RESOURCE PROCESSING INDUSTRY AND PORT RELATED INFRASTRUCTURE IN THE GLADSTONE REGION. IT PROPELLED GLADSTONE INTO AUSTRALIA'S PREMIER INDUSTRIAL CENTRE.

Support within the Gladstone community for this industrialisation—and for the Gladstone Ports Corporation's (GPC) leading role—remained strong, with 93 per cent (in 2013) considering GPC to be an important contributor to the community overall and to job creation, both within the Port and within local industries.

Resource industry opinion of GPC:

"GPC sits in a very complex position in the middle of everything, government, a number of industries, and community. It has to manage all these parties and all the development and all the issues that come with it. They've done well to keep things together."

"How they've dealt with all the goings on and all the various parties involved is quite impressive and testament to the skills they have."

GPC Corporate Image Study, 2012



Boyne Smelters Limited and Comalco executives discuss expansion plans for Boyne Smelter with (then) Premier of Queensland, the Hon. Wayne Goss (dec.)

THE ALUMINIUM INDUSTRY

BOYNE SMELTER EXPANSIONS

This period (1995 – 2014) commenced with the expansion of the Boyne Aluminium Smelter following the sale of the Gladstone Power Station in 1994 to Comalco/Rio Tinto and its Boyne Aluminium Smelter joint venture partners.

The sale was a precondition of Smelter Consortium's approval for an increase in production of the smelter from 210,000 to 450,000 tonnes. This precondition arose due to the sovereign risk created by the Victorian State Government's decision, in 1992, to unilaterally raise the agreed long term electricity price for the Portland Aluminium Smelter.

With Australia's unemployment rate exceeding 10 per cent, and with Queensland's youth unemployment at 15 per cent, the Queensland Government supported the \$900



The expanded Boyne Smelters Limited, 1998.

million expansion in the interest of job creation and export earnings despite a local political backlash to the sale of the power station. The expansion was completed in 1997. No additional port facilities were required.

A decade later, Boyne Smelter commenced a \$720 million upgrade to extend the life of the plant. It lifted its export volumes to 550,000 tonnes. The upgrade was completed in June 2012.



The Orca Yarwun Chemical Plant and the Cement Australia Plant at Fisherman's Landing continued to expand during this two decade period to become the largest production facilities for their respective parent companies in Australia.

Orca's Yarwun Chemical Plant, May 2002.

RIO TINTO YARWUN ALUMINA REFINERY



The Comalco Alumina Refinery under construction, June 2002.

In 1997, Comalco/Rio Tinto commenced a feasibility study for an alumina refinery in the Gladstone State Development Area. The new plant required port facilities at Fisherman's Landing and the deepening of the eight kilometre Targinnie Channel.

A \$150 million infrastructure package was offered by the Queensland Government as an investment incentive. The funding underpinned the majority of the marine infrastructure including all required dredging works plus the provision of Fisherman's Landing Berth 2 and associated loading and unloading equipment. The berth and equipment was placed in Queensland Government ownership.

The \$1.2 billion project commenced construction in 2002 and was fully operational by March 2005, producing 1.7 million tonnes per annum (mtpa) of alumina.

In July 2007, RioTinto/Alcan announced a \$2.4 billion expansion to increase production capacity to 3.4mtpa. The project, which included the provision of the Fisherman's Landing No 1 Berth, was completed in late 2012.

Rio Tinto Alcan ready for new \$2.4b refinery expansion at Gladstone



The Courier Mail, 2 July 2012.

By the end of 2012, RioTinto/Alcan was producing 7.35mtpa of alumina and the combined Gladstone port trade for the aluminium industry exceeded 24mtpa.

A \$32 BILLION

THE ASIAN ENERGY BOOM SPAWNS A MASSIVE LNG EXPORT INDUSTRY

The Curtis Island LNG Export Hub is not only the first LNG Export Hub on the East Coast of Australia, it is the first LNG Export Hub in the world based on coal seam gas. The gas is sourced from the extensive coal deposits of central and south-west Queensland.

It is also the second largest concentrated location in the world for Liquefied Natural Gas (LNG) production following Qatar, which produces 77 million tonnes per annum (mtpa).

The establishment of the \$70 billion LNG resource processing industry for Queensland, with an estimated export trade value of \$10 billion per annum, had its genesis in the mandating of a 13 per cent gas energy policy for Queensland by the Beattie Government in 2000. This policy facilitated coal seam gas exploration.

In 2006, one of the major Queensland gas producers, Santos Pty Ltd, commenced a feasibility study for an export orientated coal seam gas based LNG production facility on the Queensland coast. Santos held discussions with the Central Queensland Ports Authority, which recommended a site on the south-west corner of Curtis Island.

The major site criteria set by Santos was a sheltered location with close deep water access, preferably with the pipe distance from the LNG tank to the ship no more than 400 metres. This location would help facilitate the pumping of the liquid gas, which is chilled at -163°C, without additional cooling equipment.

The Curtis Island site ideally met the requirements for a large scale LNG export facility.

Following a seven month assessment of potential port sites along the Queensland coast, Santos resolved, in July 2007, to commence an Environmental Impact Statement (EIS) on the south-west corner of Curtis Island.

In the same year, Sunshine Gas, one of the junior coal seam gas explorers, was working with LNG Limited to establish a small 1.2mtpa plant at Fisherman's Landing.

By the end of 2008, there were seven proponents investigating the establishment of LNG export facilities within the Port of Gladstone.

The most aggressive of these was BG Group, which first signalled its interest when Gary Thompson from its Singapore Office rang Gladstone Ports Corporation CEO Leo Zussino in mid-October 2007. An advance BG Group team was confidently hosted by Mayor Peter Corones in November 2007.

In February 2008, Frank Chapman, the BG Group Chief Executive Officer, was welcomed in Gladstone by Prime Minister Kevin Rudd and Federal Treasurer Wayne Swan MP when their visits to Gladstone coincided.

Three years later, on 22 October 2010, the BG Group EIS had received both Queensland and Australian Government approval, with the BG Group Board committing to the project on the same day. The project was badged as Queensland Curtis LNG.

During those three years of intense planning, negotiation and facilitation,

LIQUEFIED NATURAL GAS INVESTMENT

a staggering array of over 60 commercial agreements were entered into between the Gladstone Ports Corporation (GPC) and Santos, BG Group, Conoco-Phillips, Arrow and LNG Limited. They included agreements for construction logistics facilities, onshore operation centres, Curtis Island wharf and material offload facilities, seabed leases, corridor licences, LNG shipping protocols, pipeline crossings, land leases, dredging study and works and Port Services.

One major logistics issue requiring resolution was the projected increase in small vessel traffic in the Western Basin from a few hundred movements per month up to 25,000 vessel movements. The Corporation successfully approached the LNG proponents to fund the considerable increase in manpower required by Maritime Safety Queensland to monitor and control the massive increase in vessel movements.



At the peak of construction of the LNG plants, vessel movements increased from a few hundred to almost 25,000 per month with a construction workforce of over 15,000 people. Photo courtesy of OGC Pty Limited.



Three LNG processing plants were constructed on the southwest end of Curtis Island between 2010 and 2014.

Construction commenced on the Queensland Curtis LNG (QCLNG) site at the end of October 2010. The Santos project titled Gladstone LNG (GLNG) commenced in June 2011 and the Conoco-Phillips/Origin project titled Australia Pacific LNG (APLNG) commenced in August 2011.

The plants are expected to be in full operation by late 2015/early 2016. Two of the plants have approval for expansion.

The first export shipment is scheduled to depart the QCLNG berth prior to the end of 2014.

A fourth LNG plant proposed by Arrow Pty Ltd received its EIS approval in 2014.

THE PRIME MINISTER WELCOMES THE BG GROUP CEO TO GLADSTONE

The CEO of the London based BG Group, Frank Chapman, first visited Gladstone in early 2008. His trip coincided with a visit to the Port of Gladstone by the newly elected Prime Minister, Kevin Rudd MP, and his Treasurer, Wayne Swan MP.



Gladstone Ports Corporation CEO Leo Zussino and Directors Peter Corones AM and Charles Ware with the Hon. Kevin Rudd MP, Prime Minister of Australia and The Hon. Wayne Swan MP, Treasurer of Australia, following their meeting with BG Group senior management.

IN GLADSTONE

LNG DREDGING PROJECT

The 22 million cubic metre LNG dredging project was the largest dredging project ever undertaken in Australia.

The goal of the project was to provide an all tide access (13.5LWM) channel for 120,000 tonne LNG carriers from the southern entrance of the Western Basin to the three Curtis Island LNG production plants, and to construct the necessary swing basins and berth pockets.

Approval was sought as part of the full Western Basin Dredging and Disposal project approval for 46 million cubic metres.

The Environmental Impact Statement (EIS), which cost almost \$10 million, commenced in 2008. In addition to the standard EIS matters, the Dredge Management Plan for the LNG dredging component focused on three major issues:

1. The quality of the seabed soils to be dredged;
2. The issue of naturally occurring potential acid sulphate soils in Curtis Island near shore areas;
3. The potential impact of dredge pluming on the seagrass beds.

Comprehensive independent contamination and metals testing of over 1,000 bore holes 30 metres deep revealed the area to be dredged did not contain contaminated material or metal concentrations above international guidelines. This gave the Federal and State approval agencies confidence that the dredging project was not going to lead to the elevation of contaminants or metals in the water column to a level at which environmental harm could result.

To guard against the possibility of naturally occurring potential acid sulphate soils turning into acid sulphate soils, a precautionary management plan was developed to ensure dredged near shore soils were not exposed to the air for periods required to trigger an acid sulphate reaction.

The remaining major concern of the Federal and State approval agencies was to minimise the impact of the dredging campaign on the significant seagrass meadows within Gladstone harbour.

The project commenced in May 2011 and was completed in September 2013. All of the 600 conditions imposed were complied with during the conduct of the dredging project.



The Gladstone Ports Corporation (GPC) proposed the use of cutter suction dredgers where technically feasible. Cutter suction dredgers use a rotating cutter head to loosen the seabed material which is sucked up into the dredge and pumped via an enclosed pipeline to a reclamation area. As such, cutter suction dredgers create only localised pluming.

GPC also proposed that where trailer dredgers were necessary, the overflow be restricted to 20 minutes on either side of the top of the tide to minimise the quantity of pluming material.

These two proposals, which added an additional \$250 million to the \$1.2 billion dredging project, were accepted and included in the conditions for the LNG Dredge Management Plan to minimise the impact of the dredging project on the seagrass meadows, an important juvenile fish nursery.

The Western Basin Dredging and Disposal Project was approved by the Australian and Queensland Governments on 22 October 2010. In contrast to the two page approval for the 1980s dredging approval of 18 million cubic metres, the LNG Dredge Management Plan contained over 600 conditions with the project subjected to oversight by a Federal Government appointed Dredge Technical Reference Panel of 16 marine scientists and dredging experts.

A \$32 BILLION INVESTMENT FOR GLADSTONE

All three plants used the Conoco Phillips technology and were constructed by the Bechtel Corporation, a major USA based global engineering, construction and project management company. The construction and logistics task was staggering. It was the largest combined project ever undertaken by Bechtel and the largest concentrated investment in the resource sector of Queensland. At the height of construction, over 15,000 workers were engaged on the Curtis Island LNG plant construction.



Construction progresses at the Queensland Curtis LNG site, July 2012. Photo courtesy of Bechtel Australia.



A GLNG employee on-site, April 2014. Photo courtesy of Santos GLNG.



Construction of the tanks progresses on the Gladstone LNG (GLNG) site, December 2013. Photo courtesy of Santos GLNG.



The first LNG vessel, Methane Rita Andrea, entered the Port of Gladstone on 26 December 2014. Photo courtesy of QGC.



\$2 BILLION OF LNG INDUSTRY LEGACY INFRASTRUCTURE

The future growth and prosperity of the Port of Gladstone was assisted by over \$2 billion of legacy economic infrastructure from the establishment of the LNG industry between 2010 and 2014.

The \$1.4 billion dredging project ensured permanent deep water access to the Curtis Island industrial port precinct. It resulted in the creation of over 280 hectare of land at the important Fisherman's Landing port centre.

Land based port facilities adjoining the RG Tanna Coal Terminal, at Port Central and at Fisherman's Landing, were established and a tunnel was drilled under the harbour to convey water, sewerage and power to Hamilton Point.

The advent of the LNG industry also brought forward the construction of a new 12 vessel tug berth to serve the expanded shipping needs of the Port. The tug fleet grew from six to 11 in 2014/2015.



OIL SHALE



THE POTENTIAL OIL SHALE RESOURCE PROCESSING INDUSTRY

The Southern Pacific Petroleum/Central Pacific Minerals/Suncor Energy demonstration oil shale plant at Fisherman's Landing, May 2002.

Geoscience Australia estimates there are over 22 billion barrels contained within oil shale deposits in Australia with 90 per cent of the reserves in Queensland. One major deposit is situated alongside the north-western boundary of Gladstone Harbour.

Oil has been produced from oil shale in Australia at intermittent periods over the past 150 years. Until recently, large scale production was not considered commercially viable without significant government subsidy due to low oil prices (below US\$20 per barrel) and the high cost of extraction (US\$50-70 per barrel). However from March 2005, crude oil prices started trending above US\$65. Provided high price levels are maintained over the long term, there is high potential for a significant oil shale industry to be established in Gladstone.

The city has been home to two oil shale demonstration plants. The first—a joint venture between Southern Pacific

Petroleum NL/Central Pacific Minerals NL and Suncor Energy, costing \$250 million, commenced operation on the Stuart reserve behind the Fisherman's Landing wharf centre in 1999. The project, using the Alberta Taciuk process, produced over 500,000 barrels of oil, which were exported through Fisherman's Landing No. 5 bulk liquids berth during its five years of operation. However, environmental issues with the plant led to frequent shutdowns and production disruption, causing financial hardship for the proponents.

Queensland Energy Resources (QER) purchased the project from the receivers in February 2004. On 21 July 2004, it announced the plant would close down for economic and environmental reasons. The plant was dismantled in 2008.

It was replaced with another demonstration plant based on the Paraho 11 technology, which commenced operation in September

2011. The new plant has operated efficiently without environmental issues, producing 37-40 barrels of synthetic crude oil and high quality transportation fuels per day.

In 2014, QER commenced the process to obtain approval and finance for a small commercial plant producing 8,000 barrels of finished fuels per day. Should that venture proceed and be commercially successful, QER aims to move into large scale production of 50-70,000 barrels per day.

The Stuart oil shale deposit is estimated to hold close to 1 billion barrels of oil. The adjoining Rundle deposit is estimated to be up to three times larger.

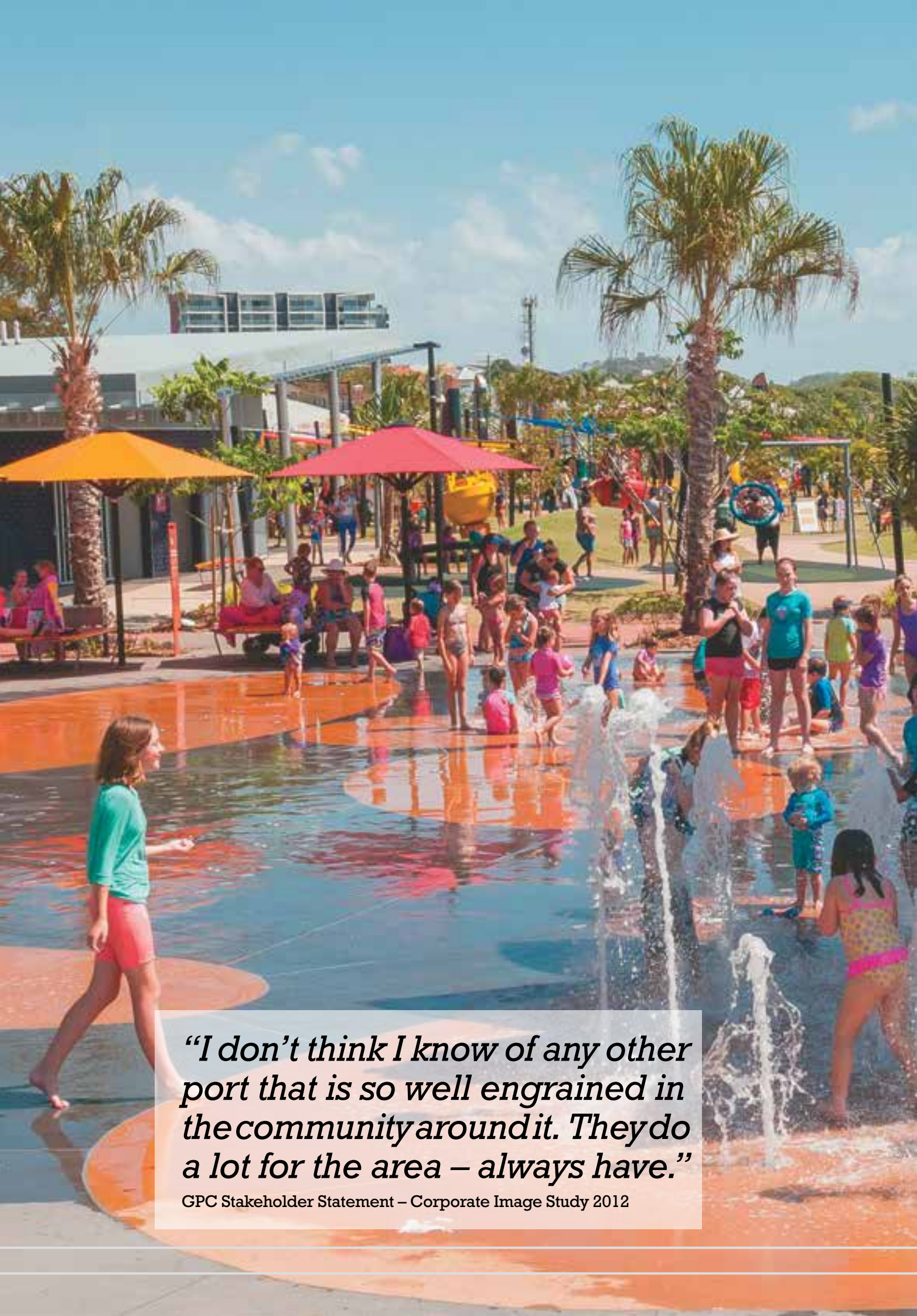
To ensure the Port of Gladstone is in a position to cater for the significant oil tanker movements, the Corporation has sited tanker berths at Friend Point and at Tide Island in the 50 Year Strategic Port Plan.

The Gladstone Ports Corporation ended its first century with two major resource processing industries – aluminium and LNG – providing significant trade for the port. It also finished with strong potential for substantial additional trade from the establishment of an oil shale export orientated industry.

THE COMMUNITY PROSPERS

The significant economic returns from the two decades of strong growth, enabled the Gladstone Ports Corporation to facilitate substantial community infrastructure, activities and donations valued at over \$120 million.

Liveability was enhanced with strong actions to ensure the continuance of a sustainable fishing harbour and to reduce the dust impacts from port related activities. Further, an enduring mutually beneficial relationship with the Traditional Owners of Gladstone Harbour and its foreshores was established.



“I don’t think I know of any other port that is so well engrained in the community around it. They do a lot for the area – always have.”

GPC Stakeholder Statement – Corporate Image Study 2012



COMMUNITY IN

Whilst community involvement through earthworks provision and the lending of machinery continued throughout the 1990s, a number of factors converged to bring this chapter to a close in the early 2000s.

The rapid growth of coal exports reduced the availability of equipment and personnel to undertake community work. This, in addition to strict workplace, health and safety legislation, the ascendancy of public liability insurance risk and the introduction of rates equivalent payments on Strategic Port Land, lead the Board of the Gladstone Ports Authority to turn its focus to the strategic provision of community infrastructure, programs and activities.

This approach commenced in the early 1990s under the 50 Year Strategic Plan with the construction of the Marina Harbour Festival site and the Matthew Flinders Bridge.

SPINNAKER PARK



In 2001, the Gladstone Port Authority opened Spinnaker Park on the harbour side of the marina, much to the delight of the Gladstone community. The park provided a safe, recreational vantage point to observe and enjoy both the natural beauty of Gladstone harbour and the growing maritime commerce being conducted on it.

In the early 2000s, the Gladstone Port Authority provided a building for the RSL and Legacy, which were left homeless following the financial collapse of the Gladstone Returned Services Club (RSL).

INFRASTRUCTURE

The Gladstone Ports Corporation facilitated the establishment of a home for the Gladstone Maritime Museum and built Patsy Lee Place, a fishing platform at the entrance to Auckland Inlet. It also provided earthworks and services for the Mission to Seafarers, The Glen Cricket Club, Gladstone State High School, St Stephen's Lutheran College, Brothers Junior Football fields, Clinton sports grounds, BMX facilities and four buildings at the Gladstone Marina Campus of CQ University, the Leo Zussino Engineering Building, the Environmental Sciences Building, Golding Library and the Process Engineering and Light Metals Centre.



Gladstone local and keen angler Patsy Lee and Gladstone Ports Corporation CEO Leo Zussino.



Patsy Lee Place.



The Leo Zussino Engineering Building is one of four buildings built on the Gladstone campus of CQ University.



SOUTH ENDBOAT HARBOUR

The South End Boat Harbour on the south-east tip of Curtis Island was constructed in late 1999. The old South End jetty was demolished the following year.

MARINA PARKLANDS EXPAND



GPC Marina Parklands 1994

The 1994 Harbour Festival was held at the newly developed Marina Parklands.



GPC Marina Parklands 2014

The Marina Parklands offer locals and visitors unprecedented access to the Harbour foreshore, and provide a high quality venue for recreation.

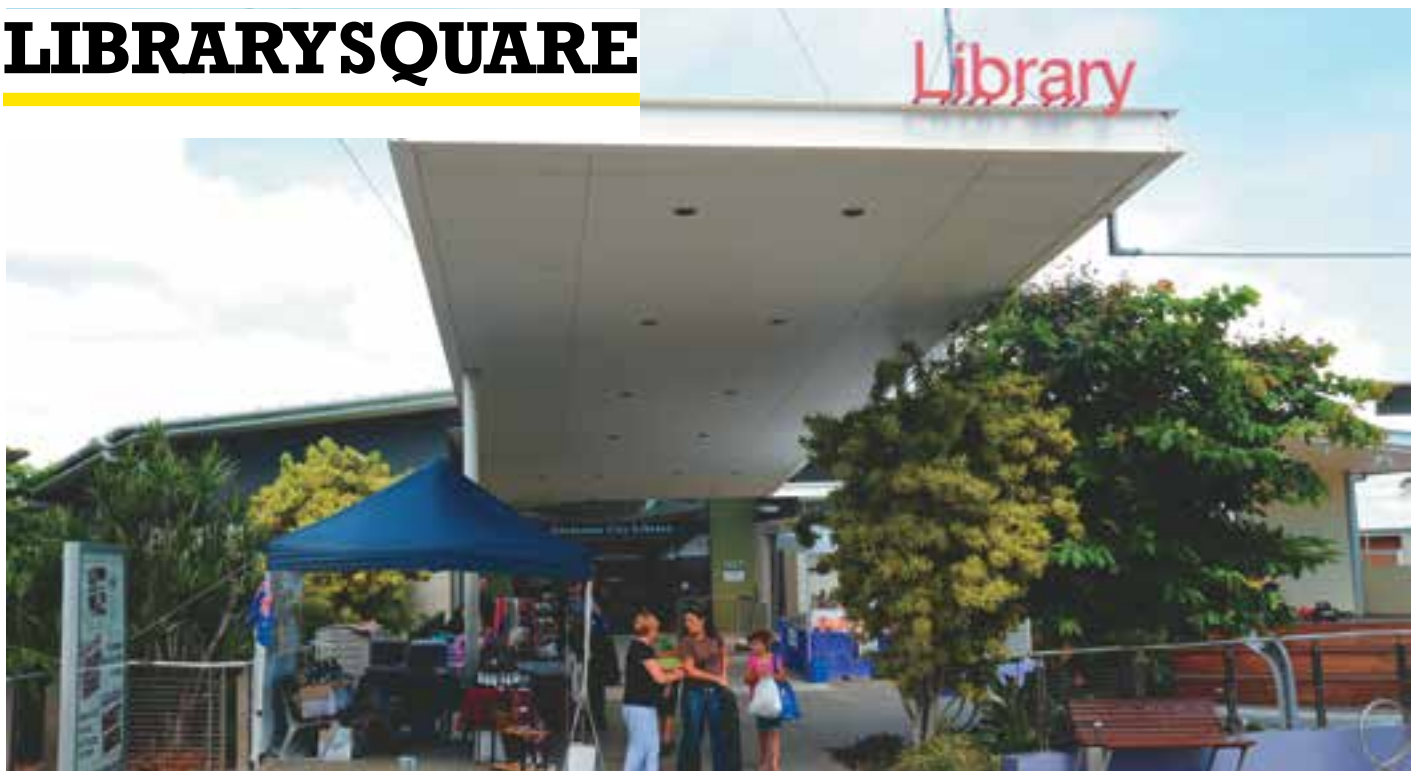
RATES

The Queensland Government introduced a system of “Rates Equivalent Payments” for Port Authorities in 2001. “Rates Equivalents” are negotiated rates payments on utilised Strategic Port Land. They are paid to Queensland Treasury by the relevant Port Authority and then passed on to the local Council.

In the Gladstone Port Authority’s negotiations with Gladstone City Council, it resolved to accept without argument, the rating level proposed by the Council on the basis that the Port Authority was able to direct where the money was expended.

The Port Authority took this position because it was concerned about the deterioration of the Central Business District (CBD) and consequently the community interface between the CBD and the harbour. It proposed to the Council that the first ten years of funding (approximately \$7.5 million) be earmarked for CBD rejuvenation.

LIBRARY SQUARE



The Gladstone City Council developed a CBD revitalisation plan and leveraged off the Port Authority “Rates Equivalent” revenue stream to obtain an equivalent sum from the Federal Government’s Better Cities scheme to develop Library Square.

“Rates Equivalent Payments” came into play on two additional occasions during this period.

EQUIVALENT

MARLEY BROWN OVAL

When the Gladstone Port Authority, with the financial assistance of the Gladstone Coal Exporters, purchased Marley Brown Oval from the private owner of the failed Gladstone Leagues Club in 2008, the Gladstone Regional Council agreed to administer the facility.

A 100 year lease of the Gladstone Coal Exporters Sporting Complex was granted to the Council. In addition, a proportion of the annual "Rates Equivalent Payments" payments, which had grown to over \$1.25 million per annum by 2014, was allocated to assist the Council in upgrading the facility.

"Rates Equivalent" funding was used to develop the substantial car park along Harvey Road serving the Gladstone Coal Exporters Sporting Complex, as well as the Junior Rugby League and the Touch Football fields.



PAYMENTS

ENTERTAINMENT CENTRE

“Rates Equivalent Payments” also featured heavily in the redevelopment of the Gladstone Entertainment Centre.

In 2009, the Gladstone Ports Corporation began negotiations with the Gladstone Regional Council to develop and pay for office space above the Entertainment Centre car park for both itself and for associated marine services provided by Maritime Safety Queensland and the Australian Maritime Safety Authority. In addition to the provision of two levels of car parks and \$1.6 million to fund additional Central Business District car parking, the Ports Corporation offered Council the opportunity to use the remaining portion of the annual “Rates Equivalent Payments” to redevelop the community section of the Entertainment Centre.

Council embraced the offer.

It borrowed the funds with the interest and redemption covered by the annual “Rates Equivalent Payment”. As a result, the Gladstone community now has a world-class entertainment centre and major conference facility without having to bear the financial burden of its capital costs.



COMMUNITY INFRASTRUCTURE

AUCKLAND EAST

The next opportunity for the Gladstone Ports Corporation (GPC) to facilitate significant community infrastructure came with the development of the Wiggins Island Coal Terminal and the LNG projects on Curtis Island.

In 2008, GPC sought and obtained \$35 million from the Wiggins Island Coal shippers to help establish the Auckland East Shores Stage 1 development – the Gladstone Coal Exporters Maritime Precinct. The Queensland Government agreed to GPC withholding \$10 million of its 2011 dividend payment to complete the \$45 million foreshore development.



1995 - Flinders Parade



2014 - Auckland East Shores Stage 1



EAST SHORES



SPLIT COUNCIL ALMOST DENIED EAST SHORES PARKLANDS

From 1998 to 2002, a battle raged in the Gladstone City Council over approval for the Gladstone Port Access Road to Port Central.

The proposed Port Access Road route, utilising the main Queensland north/south rail corridor, would trigger the closure of the temporary Flinders Parade truck route, enabling the future development of the Auckland East Shores parkland.

A number of Councillors and State Member Mrs E. Cunningham MP sided with a concerted community campaign against the construction of the proposed Port Access Road.

The rationale for the opposition was never revealed as the new route provided a safe, sustainable truck route for Central Queensland's port trade.

Fortunately, Councillors Dave Burns, Matt Burnett and Kim Norton stood solidly with Mayor Peter Corones to ensure formal Gladstone City Council approval for this essential port related infrastructure.

The support of Mayor Peter Corones and the three Councillors meant the Gladstone Ports Corporation could commence planning for the redevelopment of the Flinders Parade precinct into the world class Auckland East Shores Parklands.

In 2011, the Corporation began discussions with the three Curtis Island LNG projects seeking \$15 million to fund a Port Interpretive Centre, Maritime Museum and foreshore café to be located within the Auckland East Shores Development. This funding was being finalised at the end of 2013.

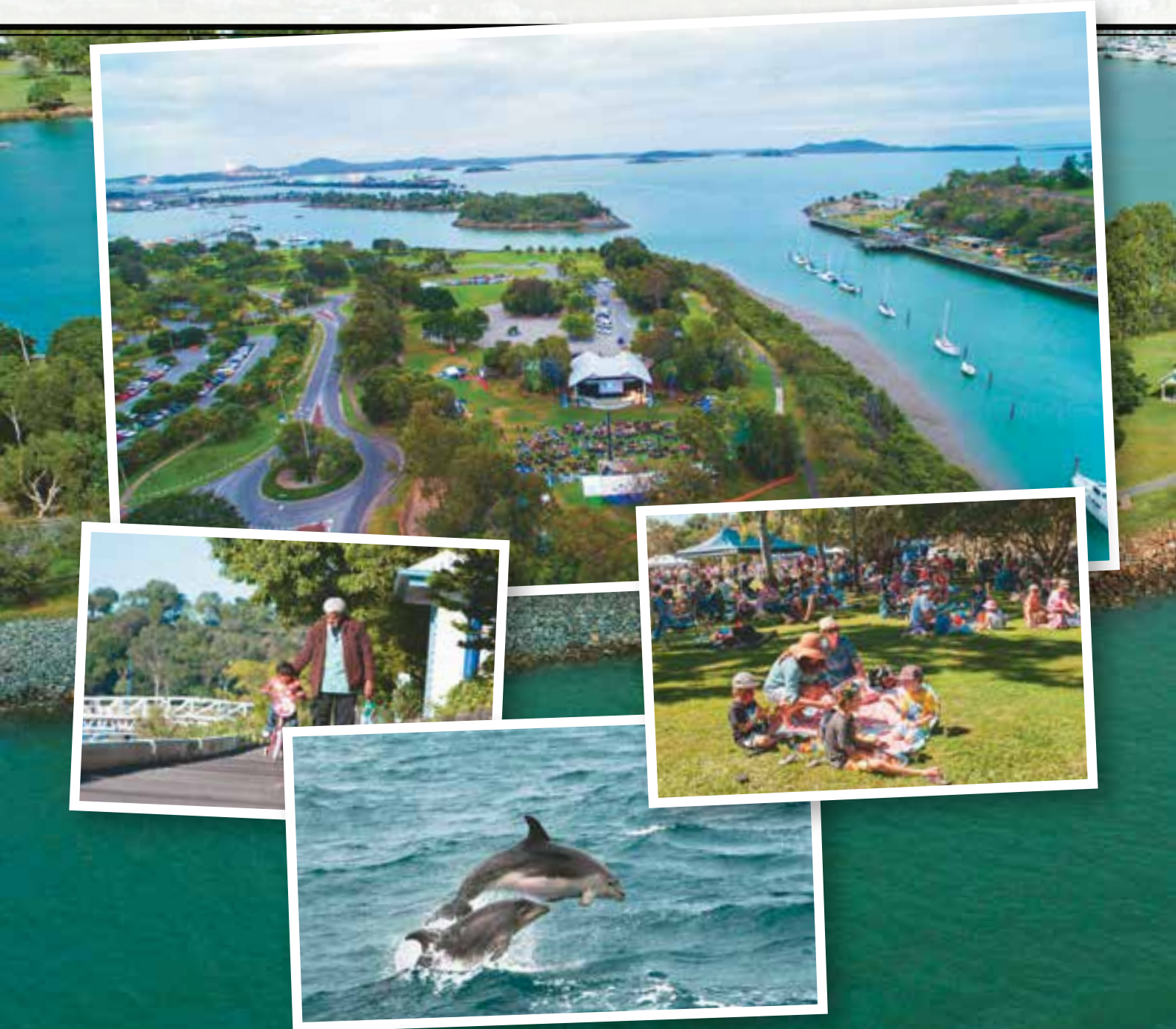


In 2013, preliminary planning work commenced on the design of the Auckland East Shores future stages from O'Connell Wharf to Welby Creek. This commercial development is planned to commence prior to 2020.

COMMUNITY INFRASTRUCTURE

MARINA PARK

By 2014, the Gladstone Ports Corporation was expending \$1.4 million per year maintaining its extensive foreshore parklands as part of its commitment to the Gladstone community.



MARINA BOAT RAMP & VMR

First class facilities for the recreational boating fraternity were provided in 2013 when the Gladstone Ports Corporation (GPC) opened a \$9 million marina boat ramp and state-of-the-art Voluntary Marine Rescue Centre.

The boat ramp features five lanes, a floating pontoon and a new purpose built home for the Volunteer Marine Rescue group (VMR), as well as parking for 60 car/boat trailers.

An additional 110 car / boat trailer parking area was constructed on the north side of Alf O'Rourke Drive opposite the facility.



GPC CEO Leo Zussino officially opens the new Volunteer Marine Rescue centre with Minister for Transport, Hon Scott Emerson MP.

Marine rescue centre and boat complex officially opens

THE OBSERVER



AFTER two years in development, Gladstone's Volunteer Marine Rescue Service has a new operational centre.

The centre is part of a \$6 million public boat ramp complex that was officially unveiled on Wednesday to community members and leaders.

Transport and Main Roads Minister Scott Emerson attended the unveiling and declared the facility officially open.

The facility includes a five-lane boat ramp, extensive parking

and a Volunteer Marine Rescue operational centre.

Mr Emerson said the complex was an example of Gladstone Port Corporation's ongoing investment for the future demands of a growing region.

"When you're looking at somewhere with the highest number of boat owners per capita in the state, these kind of complexes are needed," he said.

"This complex provides the thousands of local Gladstone boaties a fantastic boat ramp and all the amenities required for a safe and enjoyable day on the water."

HookUp president Geoff Amos said the new facilities would make getting in and out of the water easier for boaties in the region.

"There's a lot more space and

the pontoon makes it a lot easier for people to get on and off," he said.

"I'm sure we'll see plenty of people using the ramp and getting out in the water this weekend as conditions continue to improve."

Marine rescue volunteers move into new "penthouse"

"IT'S going from the outhouse to the penthouse."

That's how volunteer Terry Werder describes the new operational centre for the Volunteer Marine Rescue Association of Gladstone.

Mr Werder has been a volunteer with the association for 12 years.

He said the new operational centre was a real improvement.

"The radios, the conference room, all the facilities are really

The interface between the Central Business District and the adjoining foreshores of Gladstone Harbour was transformed through the provision of \$120 million of community infrastructure.

COMMUNITY

BOTANIC TO BRIDGE



In 2010, the Gladstone Ports Corporation significantly extended its direct community engagement with the introduction of the annual Botanic to Bridge Fun Run and Healthy Living Expo at a cost of over \$300,000.

The inaugural event was professionally organised by J2 Events, which coordinated the major Bridge to Brisbane Run. The Botanic to Bridge race contained all the features of a major capital city event.

Cathy Freeman, Lisa Curry and Trevor Hendy were chosen to be the first Ambassadors of the event, promoting participation within Gladstone schools and the wider Gladstone community.

It was an overwhelming success with over 4,500 enthusiastic participants—almost 10 per cent of Gladstone city's population—competing in the event.

In excess of \$50,000 was raised for healthy living programs for participating schools and community beneficiary, Tannum Sands Nippers Surf Lifesaving.

The success of the event was replicated in following years with the fun run followed by a Healthy Living Expo at the Marina Parklands.



ACTIVITIES

ROSELLA PARK SCHOOL

In early 2011, Lisa Lowe, the President of the Parents & Citizens (P&C) for the Rosella Park School for children with disabilities, sought Gladstone Ports Corporation's (GPC) support to dismantle an old play area and make room for a proposed new educational Sensory Garden.

Fortunately, operational staff had been freed up by the lack of coal at the terminals due to logistic chain disruptions caused by the 2010/2011 floods.

The Ports Corporation dismantled the play equipment, but was so surprised by the poor condition of the buildings and infrastructure, it sought wide reaching corporate support for the school.

The Corporation made Rosella Park the beneficiary of the 2011 Botanic to Bridge. Gladstone Ports Corporation CEO Leo Zussino also sought the assistance of Bechtel, the major contractor for the LNG projects, resulting in Bechtel adopting Rosella Park School as its major Gladstone community project. The Wiggins Island Coal Export Terminal Group also stepped in, as did the NRG Power Station and a number of very willing small business sponsors. The unions were keen to assist, with the Maritime Union of Australia providing substantial labour to repair several buildings.



All of these generous sponsors, combined with the incredible fundraising efforts of the Rosella Park P&C, facilitated a dramatic transformation of the school over a three year period. New and renovated buildings and play areas brought renewed pride and optimism to the children, parents and teaching staff.



Community members enjoy the entertainment at Gladstone Ports Corporation Family Fun Night during the 2009 Gladstone Harbour Festival.

THE CENTRAL QUEENSLAND PORTS AUTHORITY LEADS THE EFFORT TO SAVE THE ICONIC GLADSTONE HARBOUR FESTIVAL FROM FINANCIAL COLLAPSE



Fireworks light up the Gladstone skyline during the 2010 Harbour Festival.

In 2005, the Gladstone Harbour Festival League found itself in financial difficulty due to the lack of support for a major high cost entertainment event.

Realising the Gladstone community was on the verge of losing its iconic Gladstone Harbour Festival, the Central Queensland Port Authority obtained permission from its Board to assess and provide the appropriate financial assistance to the Harbour Festival League to ensure its ability to continue to conduct the annual festival.



CQPA chips in to back Harbour Festival

Gladstone Observer 21st Apr 2005

THE corporate rally for the Gladstone Harbour Festival has begun.

The Central Queensland Ports Authority (CQPA) led the charge yesterday when it pledged \$15,000 to the event.

CQPA chief executive officer Leo Zussino called on other local businesses to follow its lead.

"For 43 years now the Gladstone Harbour Festival has served to showcase the city of Gladstone and the spectacular harbour on which it is situated," Mr Zussino said.

"That is why so many local businesses and community volunteers consistently give to an event that continues to do so much for the city."

The rally for support began last week when The Observer first reported the 2005 festival had recorded a \$70,000 loss and its future was in danger.

Gladstone Festivals and Events manager Judy Whicker praised CQPA for its donation. "The Port of Gladstone not only sponsors the festival to the amount of \$15,000 per year but also provides continuous ongoing support to us during the year," Mrs Whicker said.

"They have long been one of our primary supporters and have shown that again with their commitment to donate another \$15,000."

After last week suggesting the 2005 festival could be the last, the Harbour Festival committee gave the community until next month to show its support.

The committee said it did not have enough working capital to prepare for next year's event.

In 2006, the Gladstone Leagues Club was placed into liquidation and the club facilities—the Marley Brown Oval and grandstand—were sold in 2007.

The Gladstone community was devastated that the iconic Marley Brown Oval, the home of Gladstone Rugby League, was not only in private hands, but that the developer was seeking to remove the grandstand and use the land and oval for a residential development.

Gladstone Ports Corporation (GPC) negotiated a purchase price of \$3 million, subject to financial support being obtained from the Queensland Government and coal exporting companies.

The Bligh Government contributed \$1 million.

The BHP Billiton Mitsubishi Alliance, Wesfarmers Coal, Jellinbah Resources Pty Ltd, Ensham Resources Pty Ltd, Xstrata Coal Australia Pty Ltd, Felix Resources Limited and Peabody Energy willingly contributed the remaining \$2 million based on the size of their coal exporting contracts with GPC.

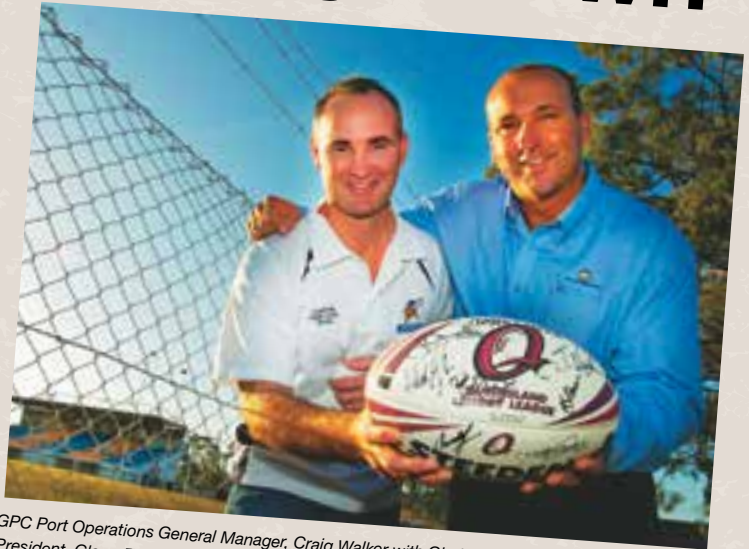
The contract for the purchase of the sporting field was effected on 2 October 2008 with the facility titled the Gladstone Coal Exporters Sporting Complex.

THE SAVING OF MARLEY BROWN OVAL

– GLADSTONE'S HOME OF RUGBY LEAGUE

16th Sep 2008 The Gladstone Observer

Bligh Saves Marley Brown



GPC Port Operations General Manager, Craig Walker with Gladstone Rugby League President, Glenn Butcher at Marley Brown Oval.

MARLEY Brown Oval is back where it deserves to be in the hands of the Gladstone people. Queensland Premier Anna Bligh has stepped in to save Gladstone's home of rugby league from destruction in a phenomenal move involving \$3 million garnered from the major players in the region's booming coal industry. Gladstone Ports Corporation CEO Leo Zussino and consultant Peter O'Sullivan spearheaded the plan to save the iconic field, approaching Ms Bligh during her July

visit to officially open the expanded RG Tanna Coal Terminal.

Gladstone Rugby League president Glenn Butcher was thanking his lucky stars yesterday when the premier said yes.

MARLEY Brown Oval will be given back to the community in a deal which saw the State Government, through the Gladstone Ports Corporation, pledge \$1 million to buy the sporting facility.

ASSISTING GLADSTONE'S APPRENTICES DURING THE GLOBAL FINANCIAL CRISIS



The Gladstone Ports Corporation (GPC) has traditionally made a strong commitment to the youth of Gladstone, with apprentices and trainees accounting for 10 per cent of its workforce.

When the Global Financial Crisis hit in 2008, 22 apprentices in the Gladstone Area Group Apprenticeship Scheme lost their jobs.

Following discussions with Gladstone Area Group Apprenticeship management, formal approval of the GPC Board was obtained to provide additional apprenticeship positions for 18 of the affected apprentices, the maximum number the Authority was able to assume under apprenticeship rules. A youth training crisis in Gladstone was averted.



GPC COMMUNITY INVESTMENT PROGRAM – 2013 / 2014

Every year, GPC provided over \$450,000 in sponsorship, donations and the provision of facilities for community groups rent free. The funding was spread over a broad coverage of educational, cultural and environmental activities across its three operating areas of Gladstone, Bundaberg and Rockhampton.

SPONSORSHIPS:

- Gladstone Harbour Festival
- Boyne Tannum Hook-Up
- NAIDOC Week
- EcoFest
- Gladstone Industry Cricket Program
- GPC Bursary Program (Gladstone, Rockhampton, Bundaberg)
- CQUniversity GPC Academic Award (Rockhampton & Gladstone)
- CQUniversity GPC Academic Award (Bundaberg)
- CQUniversity Reg Tanna Memorial Prize for Engineering Excellence
- Martin Hanson Memorial Art Awards
- GPC Indigenous Bursary Program (Talent Today, Talent Tomorrow)
- EnviroKids – Conservation Volunteers Australia
- Harbour Watch – Boyne Island Environment Education Centre
- Shorebird Monitoring Program (Bundaberg)
- Bundaberg Sailing Club (restoration of flood damage)
- Lighthouse Festival (Bundaberg)

DONATIONS:

- Gladstone Women's Health Centre
- Movember
- St John's the Baptist Primary School (Commemorative outdoor area)
- Christmas donations to Salvation Army, St Vincent de Paul, Lifeline, Anglicare.
- Pyjama Foundation
- Bundaberg Salvation Army Red Shield

GPC COMMUNITY INVESTMENT PROGRAM DONATIONS AND RECIPIENTS 2013/14



Reef Check Australia received funding from GPC's Community Investment Program to support its 2014 Fraser Coast Reef Check Australia surveys.



The Gladstone Men's Shed received funding from GPC's Community Investment Program to purchase materials to make toys and furniture for early childhood centres throughout the Gladstone region.



Through its Community Investment Program, GPC provided the Kookaburra Creek Kindergarten with funding to facilitate their Indigenous Engagement and Cultural Project, which was designed to broaden the children's knowledge of the custodians and Elders of our land. As part of the project, local Indigenous artist and educator Patricia Coleman, taught the children about Indigenous totems.

A SUSTAINABLE FISHING AND A CLEAN ENVIR

The Gladstone community always viewed the harbour as an abundant source of mud crabs, prawns and fish – a prized recreational fishing ground. It also expected the custodian of the harbour, the Gladstone Port Authority, to keep the harbour in a healthy state. The community hoped that as the prosperity of the port grew, the coal dust issue, which had plagued the city since the commencement of bulk coal loading in the late 1950s, would be comprehensively addressed.

The strategic approach adopted by the Board in the early 1990s ensured that the Authority took a proactive stance in both protecting and enhancing the marine environs of Gladstone Harbour and in the mitigation of dust impacts from port activities. Actions taken included:

- \$125 million for the monitoring and improvement of the marine environs of Gladstone Harbour, including a \$15 million Biodiversity Offset Strategy.
- Over \$80 million for Dust Reduction Programs.
- \$10 million for an Environmental Management Plan Accreditation under Environment Standard AS/NZS ISO 14001:2004.
- \$20 million for a Continuous Improvement Program targeting risks to the environment.
- \$15 million First Strike Oil Pollution Response.
- \$5 million for Environmental Buffers between RG Tanna Coal Terminal and the Marina.

MARINE ENVIRONS

Over \$125 million was expended during this period on monitoring, marine research and marine enhancement to help mitigate the impacts of port development and operations on the environs of Gladstone Harbour.

However, the quest to maintain a sustainable fishing harbour was severely challenged when, just before midnight on 24 January 2006, engine failure struck an attending tug, the “Tom Tough”. It caused the tug to swing sharply, penetrating the side of the “Global Peace” as it was being berthed at the RG Tanna Coal Terminal. Approximately 25 tonnes of heavy fuel oil was spilt into Gladstone Harbour on an incoming tide.

A major oil spill response was coordinated by Maritime Safety Queensland involving over 100 personnel for eight days. The spilled oil impacted several mangrove areas, with 61 cubic metres of oily debris collected from the shores of the harbour.

Follow-up water quality testing revealed there was a low impact from the oil spill due to the type of oil and strong tidal flushing.

Concern was also heightened when Biosecurity Queensland closed Gladstone Harbour to fishing in September 2011, following to an outbreak in disease amongst the barramundi population. After 21 days, the harbour was re-opened to fishing as water quality data demonstrated there were no elevated components that could cause harm to marine fauna.

As the LNG related Western Basin dredging project was in progress, it was essential to determine the cause of the disease outbreak.

A Fish Scientist Panel was appointed by the Queensland Government. It reported, in January 2012, that the likely cause of the outbreak in disease in the local barramundi population was the environmental impact of the 100 year flood event of December 2010/January 2011. This led to the overflow of the Awoonga Dam and the release of over 30,000 mature barramundi in an already stressed marine environment, creating the ideal conditions for the disease outbreak as water temperatures cooled.

HARBOUR ONMENT



Three sources of data demonstrated Gladstone Harbour remained a healthy waterway during this two decade period.

- 1** The Curtis Coast Coastal and Marine Resources Inventory 2012 compared the status of marine environs and coastal habitats between 1994 and 2012. The 260 page highly referenced document, prepared by GHD Consultants, noted the following changes during this period of large scale port development.

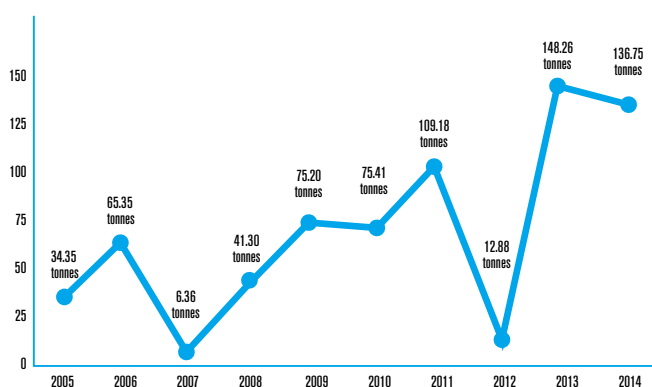
CURTIS COAST COASTAL & MARINE RESOURCES INVENTORY 2012

Changes from 1994 to 2012

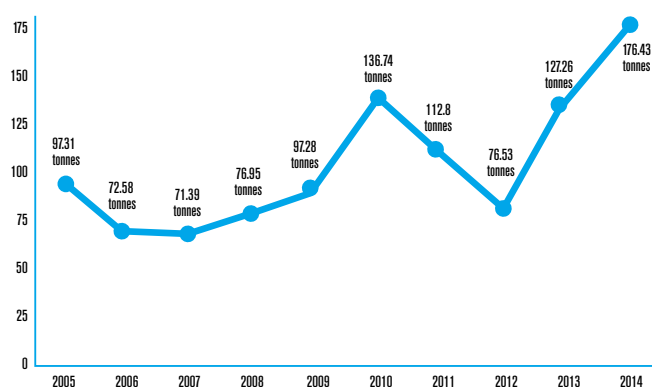
- Increase in land and marine protected/conservation areas
- Increase in commercial fish harvest
- Increase in the number of flora of conservation significance
- Increase in the number of some terrestrial fauna species, eg. reptiles
- Increase in the number of some aquatic fauna species, eg. frogs, whales, dolphins, turtles and sea snakes
- Decrease in average monthly rainfall during the wet season
- Decrease in number of some terrestrial fauna species, eg. native mammals and birds
- Increase in port development and industry

- 2** The commercial seafood harvests of banana prawns and mud crabs, the main commercial catches from Gladstone Harbour, were at record levels in 2013 and 2014.

COMMERCIAL BANANA PRAWN HARVEST



COMMERCIAL MUD CRAB HARVEST



(Source – Qfish data Queensland Department of Agriculture)

(The 2012 prawn data was so low due to significantly reduced effort and because at least one major prawn operator ceased trawling to work on the high paying Western Basin Dredging and Disposal Project).



3 Gladstone Harbour Health: The 2014 Pilot Results



The first interim report from the Gladstone Healthy Harbour Partnership was released in late 2014. It stated that the harbour met relevant State and Federal Government Marine Water Quality guidelines, with the marine environs of the two major commercial areas of the port assessed to be in good environmental health.

DUST REDUCTION

Despite the fact that coal exports trebled during this period, significant community coal dust issues were substantially mitigated.

The Corporation expended over \$80 million on dust suppression measures at both the RG Tanna and Barney Point Coal Terminals.

In 2006, during the massive expansion of the RG Tanna Coal Terminal, the Ports Corporation engaged independent consultants, Connell/Hatch, to benchmark the terminal against other major coal exporting terminals with respect to the control of fugitive emissions. The Board endorsed funding for all actions recommended in the report to

incorporate world's best practice dust suppression within both coal export terminals.

In 2008, the Corporation committed to the cessation of coal exporting from Barney Point during the first year of operation of the Wiggins Island Coal Terminal.

During the Gladstone Clean and Healthy Air project, 2007 – 2010, the most comprehensive monitoring regime in any city in Australia was installed. Additionally, air quality monitors were located between the Port and the community. With all monitoring data freely available to the community, there was increasing confidence, that as a result

of the Port Authority's actions during these two decades, the issue of coal dust was being vigilantly addressed.

In 2013, there were just two community coal dust complaints.



Misting sprays at RG Tanna Coal Terminal.

BUILDING A

WITH ABORIGINAL, TORRES STRAIT ISLANDER AND AUSTRALIAN SOUTH SEA ISLANDER COMMUNITIES

The five part Gladstone Ports Corporation (GPC) History Book series commenced with recognition of the prior ownership and occupation of Gladstone harbour and its surrounds by members of the Byellee, Gurang and Gooreng Gooreng nations, and with an acknowledgement of the sad history that resulted from the clash of cultures following European settlement.

The series ends on an optimistic note as during this final 20 year period, the Gladstone Port Authority (GPA) sought and achieved genuine engagement with the community through employment, recognition of the local Aboriginal traditional ownership of Gladstone Harbour and its foreshores, the creation of a shared vision, mentoring, cultural awareness programs and sponsorship of NAIDOC Week celebrations.

The implementation of Indigenous training and employment programs in the early 1990s supported by an Aboriginal mentor, Wally Ingra, saw Aboriginal, Torres Strait Islander and Australian South Sea Islander participation in the GPC workforce exceed three per cent by 2010.

The mentoring program was extended to contractors involved in a substantial port construction activity, with 18 young community members acquiring trade skills during the 2004-2007 RG Tanna expansion. Support was also provided to assist promising Indigenous employees acquire managerial skills through tailored Queensland leadership programs such as WALMETA and Indigenous youth leadership seminars.

Recognition of the Traditional Owners of Gladstone Harbour and its foreshores was introduced in the 1990s, with both cultural awareness programs within the GPA workforce and traditional Indigenous naming of walkways and pathways.

This program extended to Spinnaker Park in 2001, with the naming of the substantial foreshore forest, "Khoodghun Guparl", at the southern end of the park which was planted with Indigenous symbolic and traditional medicine trees.

Also during the 1990s, the Aboriginal community was engaged to identify middens on Facing Island, which the Authority sought to protect with barriers and fencing.

Later, recognition of "Sea Country" was provided through signage at the Marina and Spinnaker Park, and the Auckland East Shores Park was enhanced by Traditional Owner totems and stories.

In 2009, the Ports Corporation published the first in its series of history books. The book, entitled "Koongo Yallarm (Place of Water, Place of Shells)" highlighted the pre-European significance of the harbour as an important place of gathering, celebration and government.

STRONG FUTURE



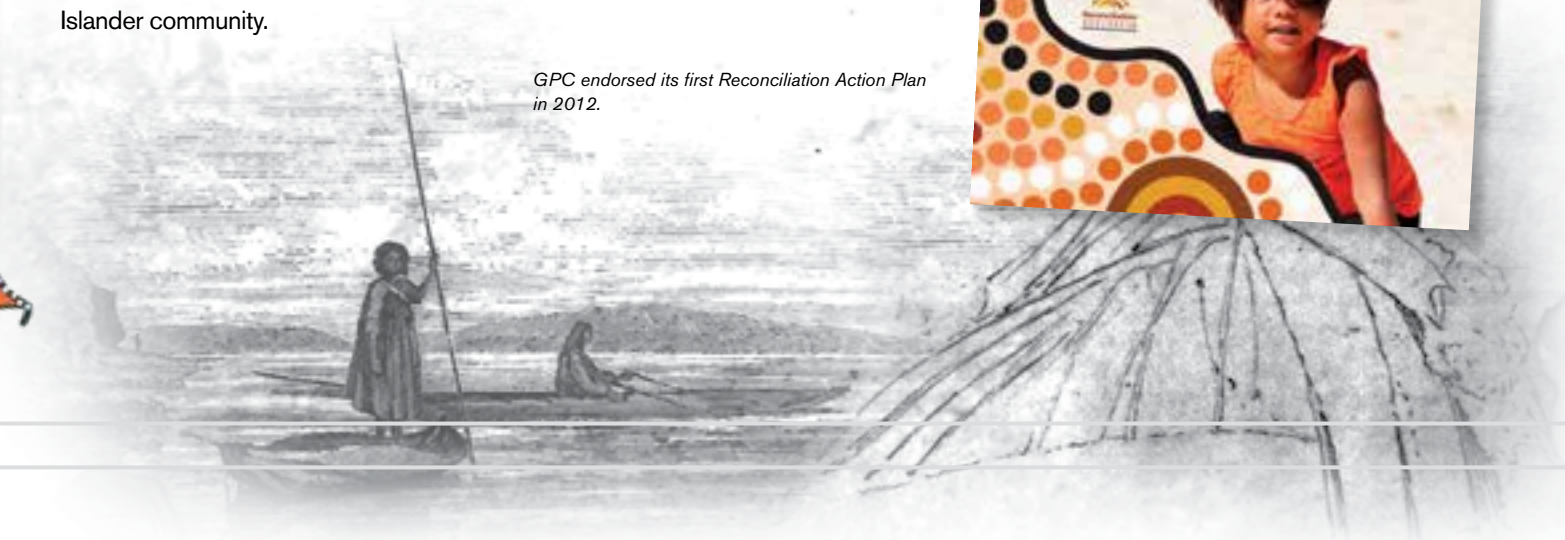
Byellee Elder Aunty Maureen Eggmollse, GPC CEO Leo Zussino, and Gooreng Gooreng Elder Jacquie Johnson, celebrate the publishing of GPC's first History Book, Koongo Yallarm – Place of Water, Place of Shells

It paid respect to the descendants of the Byellee, Gurang and Gooreng Gooreng nations.

In 2010, the Corporation sought to formally structure its engagement through the Future Leaders Indigenous Liaison Group. It worked with the Group to develop and implement a Reconciliation Action Plan (RAP). The Plan was adopted in 2012 and registered with Reconciliation Australia. The RAP aimed to strengthen relationships, foster respect, increase opportunities and ensure accountability.

It was supported by a range of Gladstone Ports Corporation (GPC) programs and initiatives to advance Aboriginal, Torres Strait Islander and Australian South Sea Islander participation, both within GPC and the wider community. A target workforce participation rate of five per cent was set for 2020 along with a commitment to provide the necessary skills, training and mentoring to enable Indigenous employees to assume managerial responsibility for all aspects of the Corporation's engagement with Gladstone's Aboriginal, Torres Strait Islander and Australian South Sea Islander community.

GPC endorsed its first Reconciliation Action Plan in 2012.



INDIGENOUS LAND USE AGREEMENT



However, the major desire of the Traditional Owner groups was to share in the prosperity generated by the development and operation of the Ports of Central Queensland.

The Gladstone Ports Corporation (GPC) responded to this request in 2012, with the offer of a 35 year Indigenous Land Use Agreement. The Agreement, which was ratified by the Native Title Claimant Group community in 2013 and registered in 2014, provides two cents a tonne of commercial port trade to the claimant group in return for the automatic removal of native title on any land or reclaimed land the Ports Corporation brings into commercial use.

The agreement was framed as a partnership and designed to deliver significant economic, social and cultural benefits, with the GPC playing an active role in assisting and facilitating with initiatives both within and outside GPC as agreed by the representatives of the claimant group.

This ground breaking agreement is forecast to provide an estimated \$67 million to the Traditional Owners.



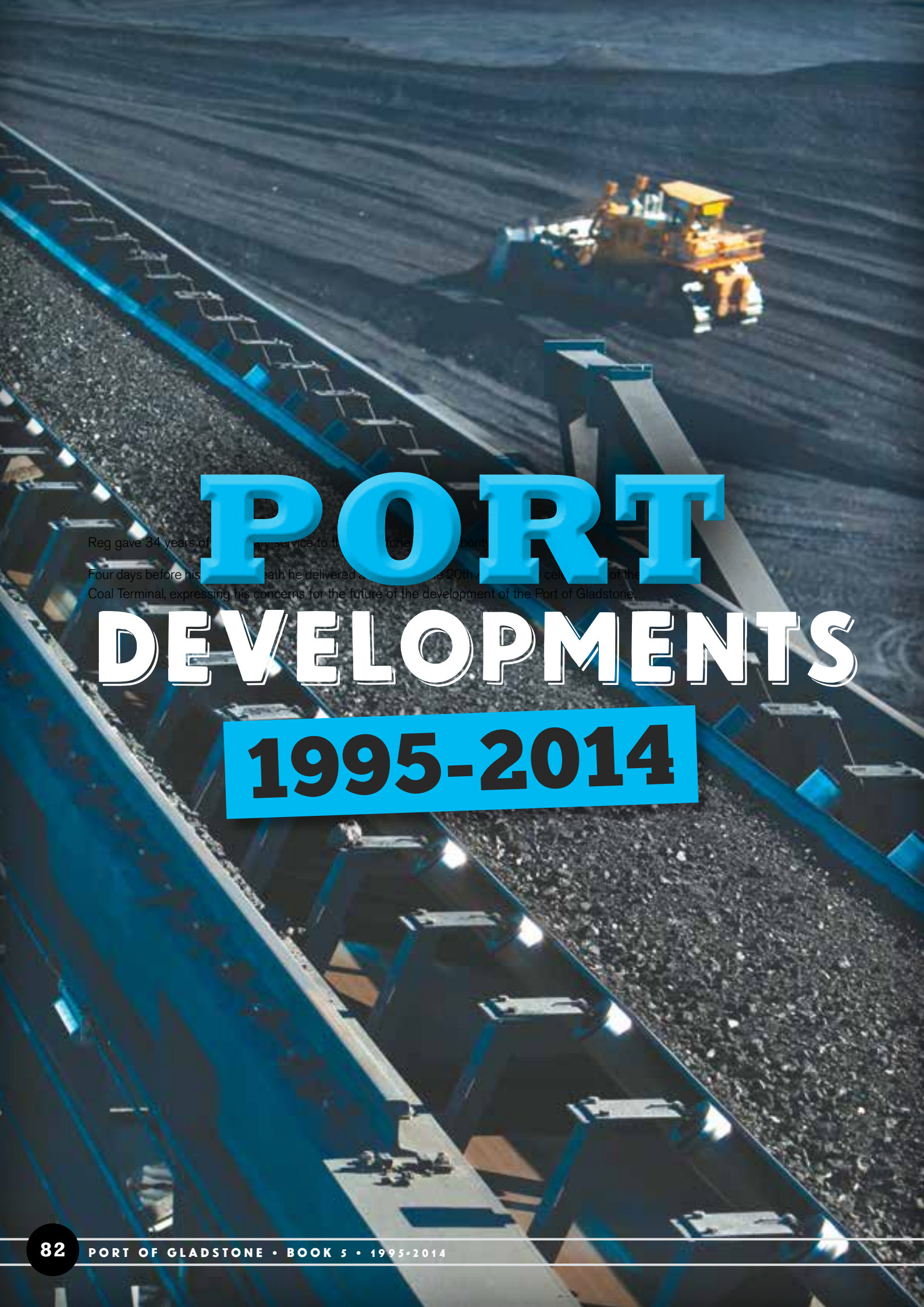
GPC has entered into a Native Title Agreement with the Port Curtis Coral Coast Native Title Claimant Group to ensure the sustainable and responsible care of the land in which we live and work, and to provide mutual benefit to both parties.



GPC's Community Relations Officer – Indigenous Affairs, Leanne Dudley, provides a vital link between GPC and the Aboriginal, Torres Strait Islander and Australian South Sea Islander community, and focuses on delivery of the actions identified in GPC's Reconciliation Action Plan.

The Ports Corporation enters the second century of its operation with established mutually beneficial arrangements and a robust framework for engagement with the Gladstone Aboriginal, Torres Strait Islander and Australian South Sea Islander community. It is an outstanding example of genuine shared commitment.





Reg gave 34 years of his life in service to the Port of Gladstone.

Four days before his death he delivered a speech on the 20th anniversary of the Coal Terminal, expressing his concerns for the future of the development of the Port of Gladstone.

PORT

DEVELOPMENTS

1995-2014

1994/1995

GENERAL

- Cargo throughput for the year was 36.8 million tonnes – 13 per cent higher than the previous year.
- Coal exports showed a 17 per cent rise over the previous year to 23.3 million tonnes.
- Curtis Coast Study Resource Report released to both assist the long term strategic planning for the port and the environmental sustainability of the harbour.

RG TANNA COAL TERMINAL

- Additional stockpile area under construction to cater for the expanded production at Central Queensland mines.

AUCKLAND POINT

- Successful completion of the re-development of the Auckland Point Bulk Handling Facility to facilitate the addition of woodchip to the export cargoes and the handling of the other bulk cargoes, calcite and magnesia.
- Quality Assurance System developed.
- The Auckland Point/Barney Point area subjected to detailed planning as a container port and cargo storage area.

PORT LAND

- Works underway on the reclamation scheme west of the Calliope River to provide further port sites.



Stockpile 13 under construction at RGTCT.

1995/1996

RG TANNA COAL TERMINAL

- Completed major expansion for RG Tanna Coal Terminal (RGTCT) to handle a throughput capacity of 30 million tonnes per annum.
- Involved the duplication of rail unloading, stockpile inloading and wharf and shiploading facilities within the terminal.
- Stockpile 13 was completed.

AUCKLAND POINT

- New era of handling multi-product bulk materials has begun. Woodchip (260,378 tonnes), calcite (56,769 tonnes) and magnesia (65,572 tonnes) are handled through Berth No. 1.

PORT LAND

Auckland Point

- Stage 1 of the new Gladstone Container Terminal was completed and opened in April.

Fisherman's Landing/ Wiggins Island

- Construction of perimeter bund walls.

Gladstone Marina

- Construction of Stage 2 of the Gladstone Campus of the Central Queensland University and associated car park development.
- Fisherman's Base pontoons were commissioned in November, providing a further 48 floating berths to complement the Base Wharf complex.
- Development of a commercial/industrial estate on the northern side of Alf O'Rourke Drive, opposite the fishing complex, progressed.

Environment

- State of the art water quality instruments "Greenspan Aqualabs", developed by CSIRO, were installed on the Boyne and Clinton wharves.



Calcite stockpile, Auckland Point.

1996/1997

AUCKLAND POINT

- Cargo throughput increased by 21 per cent to 1.3 million tonnes. Grain exports (in particular wheat) increased by 254 per cent following the previous years' poor seasonal weather conditions.
- Earthworks associated with the construction of Auckland Point No. 4 Wharf commenced in June 1997. Construction of the wharf structure is to commence in the coming financial year with completion early in 1998.

PORT LAND

Fisherman's Landing

- Focused on reclamation works in Fisherman's Landing Wharf area. These works will provide approximately 120 hectares of prime waterfront land for future industry.

RG Tanna Coal Terminal

- Inloading infrastructure was completed for Stockpile 14.
- A new coal export record was achieved with 22.5 million tonnes, an increase of 2.14 million tonnes on the previous year.

Gladstone Marina

- Central Queensland University's Engineering Building nears completion with Gladstone Ports Corporation (GPC) providing extensive ground works, car parking and landscaping.
- The Mission to Seamen's complex constructed on GPC land is scheduled for completion by late 1997.

Auckland Point

- Work commenced on roadways to service the future industry planned, to allow for miscellaneous cargo handling, port industry and handling of benign bulks.
- Construction of dedicated container berth at Auckland Point was approved.

STRATEGIC PLANNING

- A long term development plan for the RG Tanna Coal Terminal was released. The plan provides for the annual throughput capacity of the terminal to be doubled from its current 30 million tonne capacity to 60 million tonne capacity.

1997/1998

RG TANNA COAL TERMINAL

- Construction work was complete for Stockpile 14, with the first shipment occurring in April 1998.
- Deepening of the outer harbour channel to 16.3 metres was carried out during the year.
- A program (named the Blackwater User Group) was implemented to improve communication and co-operation between the three major industry links in the coal chain - mine, rail and port.
- Shipments of South Blackwater Kenmore and BHP Crinum Coal commence.
- Coal exports through RG Tanna Coal Terminal totalled 22.6 million tonnes.

AUCKLAND POINT

- Construction of Auckland Point No. 4 wharf commenced, with the major parts of the 170 metre long wharf complete.

GLADSTONE MARINA

- Both the Central Queensland University Engineering Building and the Mission to Seamen facilities were opened in 1997, both situated on land provided by Gladstone Port Authority (GPA).
- The Fisherman's Base complex is regarded by the fishing fraternity as the best on the Queensland coast.

PORT LAND

Fisherman's Landing

- Construction of the perimeter bund wall progressed. The works were required to hold material from the dredging works in the approach channel, swing basin and berths.



GPA employees undertake earthworks at Gladstone Marina, July 1997.

1998/1999

BARNEY POINT

- Gladstone Port Authority (GPA) took over ownership and operation of Barney Point Coal Terminal.
- The terminal handled 1.6 million tonnes of cargo in 33 vessels during the year, including 29,000 tonnes of bulk cottonseed. This was the first time in the terminal's history that a product other than coal had been handled.

FISHERMAN'S LANDING

- Completed the bund walls that surround an area of approximately 120 hectares.

PORT LAND

Gladstone Marina

- GPA completed landscaping and associated works of the new CQUniversity library.
- Completed planning and approved the development of the outer bund of Gladstone Marina.

Auckland Point/ Barney Point

- Construction of the Auckland Point No.4 wharf was completed.
- Commenced reclamation works between Fisherman's Landing No. 4 berth and the container terminal to create a strategic heavy-duty storage area.

GLADSTONE MARINA

- New barbecue and playground facilities were completed in the plaza area.

MARKETING & PUBLIC RELATIONS

- GPA's website <http://gpa.org.au> was launched during the year.



GPA Production Crew (L-R) Lawrie Chelepy, Ray Burke and Paul Davis secure MV Cape York, the first vessel to berth at Auckland Point No. 4 container wharf.

1999/2000

RG TANNA COAL TERMINAL

- Gladstone Port Authority (GPA) increased the terminal's total on-ground storage capacity to approximately four million tonnes with the construction of Stockpile 14.
- More than 50 per cent of coal throughput at the terminal is now blended.

BARNEY POINT

- Earthworks commenced in October 1999 for the development of a rail loop to service the terminal.
- Modifications to the truck unloading and shiploading conveyor system were carried out to enable the first trial shipment of magnesite through the terminal. A storage pad area was constructed to stockpile the product.
- Concrete structural remediation works associated with the wharf approach structure commenced in March 2000, and continued for approximately 18 months.

AUCKLAND POINT

- Commenced construction of a new truck unloading facility adjacent to woodchip stockpile area to allow unloading of product onto the stockpiling conveyor system.

CONTAINER/GENERAL CARGO FACILITIES

- Reclamation of the land area between the wharf and container terminal was carried out to provide a strategic heavy-duty storage area close to the wharf.
- GPA completed the construction of additional amenities/facilities within the terminal.

FISHERMAN'S LANDING

- The Bulk Liquids Wharf was constructed and now caters for bulk liquid cargoes associated with the Stuart Shale Oil Project and Orica's existing ammonium nitrate plant.
- Orica commissioned its new Liquid Ammonia Storage Facility with the berthing of the first vessel in February 2000 to discharge the first shipment of liquid ammonia.
- Commissioning of the \$250 million Stuart Oil Shale Pilot Plant continued.

PORT LANDS

Fisherman's Landing

- Construction of the perimeter bund enclosing the southern sector and reclamation works associated with Orica's Liquid Ammonia Import Storage Facility were completed.

Gladstone Marina

- Bulk earthworks to re-shape and transform the front bund were carried out and included road works and special features such as a beach area and profiled mounds throughout the site.
- Extensive services, recreational building structures and facilities were also completed.

South End Boat Harbour Development

- Demolition works of the South End Jetty were completed in June 2000.
- The channel entrance, additional works on the boat ramp as well as all major onshore works were completed, with South End residents and visitors regularly using the facility.

GLADSTONE MARINA

- The Gladstone Marina was utilised as the venue for the lighting of the Olympic flame as it passed through the city.
- The waterfront parklands were recently named Spinnaker Park and are scheduled to open to the public in late 2000.

PORT LIFE

- GPA's long-serving General Manager and Port of Gladstone visionary Reg Tanna died suddenly from a heart attack on 12 June 2000.
- Leo Zussino appointed General Manager on 20 October 2000.



Norma Tanna, Reg Tanna (centre) and Leo Zussino at the GPC Picnic Day, 1999.

2000/2001

RG TANNA COAL TERMINAL

- For the first time in the terminal's history, the annual throughput of coal exceeded the facility's design capacity.
- Engineering design work associated with the third berth development commenced.

BARNEY POINT

- Completion of the new rail loop in July 2000.
- Structural concrete remediation works on Barney Point Wharf Approach were completed.

AUCKLAND POINT

- New truck unloading facility constructed adjacent to woodchip stockpile area to allow unloading of product from trucks onto the stockpiling conveyor system.
- Structural concrete remediation works on Auckland Point Wharf No. 1 completed.

CONTAINER/GENERAL CARGO FACILITIES

- Provision in the wharf design for the addition of a wharf-based container crane and extension to length of the wharf.
- Provision has been made for a rail link between Barney Point terminal rail loop and the container terminal spur line, allowing longer container trains and more efficient interchange.

FISHERMAN'S LANDING

- First shipment of product from the Stuart Shale Oil Pilot Plant.
- Announcement of Gladstone being the preferred site for new major industries including the Aldoga Aluminium Smelter project, Tata Iron and Steels' Ferro Chrome project and the Astral Calcining plant. Preliminary planning and design work for port infrastructure necessary to service these potential industries commenced.

GLADSTONE MARINA

- The Gladstone public were given access to Spinnaker Park following completion of works in December 2000.
- An extension was made to the Ferry Terminal Building providing additional commercial space.
- Work commenced on the Process Engineering and Light Meals (PELM) facility at Central Queensland University, with Gladstone Port Authority (GPA) completing the earthworks.

PORT LANDS

Fisherman's Landing

- Construction of Stage 1 of the State Development's Aldoga to Fisherman's Landing Corridor was completed to service requirements of the proposed Comalco Alumina Refinery.

RG Tanna Coal Terminal

- Reclamation work continued on the area earmarked for the proposed Stockpile 15 development.

Port Central

- Reclamation of the area immediately behind Auckland Point Wharf No. 4 was completed during the year. Works were carried out using material pumped ashore during the maintenance dredging program.



GPA's John Huith and Owen Barton at Spinnaker Park during its construction, July 2000.

2001/2002

RG TANNA COAL TERMINAL

- Gladstone Port Authority (GPA) embarked on a major expansion project at the RG Tanna Coal Terminal. The \$80 million dollar project involved upgrading the rail unloading system, providing an additional berth and constructing Stockpile 15, increasing capacity from 30million tonnes per annum (mtpa) to 40mtpa.
- Rail unloading rate is being increased from 4,000 tonnes per hour (tph) to 6,000tph.
- Construction of the 396 metre third berth commenced.
- Engineering design work and the calling for construction tenders for Stockpile 15 were completed.

BARNEY POINT

- Modifications were made to a section of the storage area that typically stores cottonseed, to cater for export shipments of limestone.
- Concrete structural works were carried out on the Barney Point rail unloading station.

FISHERMAN'S LANDING

- Construction commenced on the \$1.54 billion first stage of the Comalco Alumina Refinery.
- Preliminary design works associated with the proposed bulk materials import/export facilities to cater for projects such as Astral, were completed.
- GPA worked closely with government and industry, undertaking preliminary planning and design work to identify the port infrastructure necessary to service new industries.

GLADSTONE MARINA

- Works on Spinnaker Park were completed, transforming the outer bund wall of the Gladstone Marina into a showcase foreshore development.
- Formal public opening event was held in conjunction with Port Open Day in August 2001.
- Landscaping and earthworks associated with the construction of the new Process Engineering and Light Meals facility at CQU's Gladstone Campus were completed in line with GPA's commitment to further develop the campus.

PORT LANDS

Fisherman's Landing

- In conjunction with the development of the site for the proposed Astral plant, excavated material was used for the land reclamation involved with Stage 1 of State Development's Aldoga to Fisherman's Landing corridor. While providing access for the Comalco Alumina Refinery, the corridor is an essential access link to port facilities for future industry.
- Land reclamation for a proposed caustic storage facility for the Comalco project was also completed.

RG Tanna Coal Terminal

- Earthworks associated with Stockpile 15 were carried out including excavation for the reclaim tunnel structure and establishment areas, reclamation works for the construction of trestle foundations required for the overhead gallery structures and the pad for the coal stockpile area is ongoing.

Port Central

- The construction and landscaping of the settlement ponds for the Barney Point Terminal were finished.
- A limestone stockpile adjacent to the terminal was constructed.
- Construction of perimeter bunds at the area adjacent to the container terminal was completed during the year to contain dredged material to be pumped ashore during the scheduled 2002/2003 maintenance dredging program.
- Earthworks associated with an ongoing program of rebuilding several roadways in the Auckland Point area were completed.

PORT LIFE

- As at June 2002, GPA employed 422 people including trainees and apprentices recruited throughout the year.



Employees enjoy the GPA Family Picnic Day, May 2001.

2002/2003

RG TANNA COAL TERMINAL

- \$80million RG Tanna Coal Terminal (RGCT) public/private expansion project completed in June 2003 and officially commissioned by Minister for Transport and Minister for Main Roads, the Hon. Steve Bredhauer MP.
- Major works associated with the train unloading upgrade, which increased the nominal train unloading rate from 4,000 tonnes per hour (tph) to 6,000tph were completed.
- New wharf extension was completed in March 2003.
- Stockpile 15 was completed with the initial intake of product received in June 2003.

BARNEY POINT

- Provided an additional 5 million tonnes per annum (mtpa) coal export capacity.

FISHERMAN'S LANDING

- Comalco commenced construction of the wharf facilities and other associated infrastructure.
- Gladstone Port Authority (GPA) carried out necessary dredging works for the new Comalco wharf and to deepen the Targinnie Channel.
- Dredging of a berth pocket and swing basin to service the proposed Fisherman's Landing Wharf No. 3 was finished.



Minister for Transport and Main Roads, the Hon. Steve Bredhauer MP officially opened the RGCT Expansion Project.

2003/2004

RG TANNA COAL TERMINAL

- Construction commenced on infrastructure for the development of Stockpile 16.
- Approval was given for Maunsell to conduct the RGCT Terminal Capacity Study to identify the ultimate capacity of RGCT.
- Work on a Port Capacity Study also began, identifying the bottlenecks associated with the port's ability to cater for increased shipping, new industry and growth within existing trades.
- Shareholding Ministers in-principle approval was given for the next stage of expansion at RGCT in June 2004.

AUCKLAND POINT

- In May 2004, Auckland Point No. 1 Wharf handled the first shipment of electrofused magnesia; 1,777 tonnes exported to the Netherlands.

FISHERMAN'S LANDING

- Comalco completed construction of the wharf facilities and other infrastructure relating to the refinery.



Construction commences on infrastructure for Stockpile 16 at RGCT, March 2003.

2004/2005

RG TANNA COAL TERMINAL

- An updated capacity study for RG Tanna Coal Terminal (RGCT) was completed in December 2004. The study successfully identified the ultimate capacity of RGCT and the increased capacity that each stage of development would deliver.
- An unprecedented increase in world coal demand occurred during 2004/2005. To cater for this, planning and funding approvals needed to be fast tracked.
- In April 2005, Shareholding Ministers approved the inclusion of a fourth berth at RGCT.
- The commissioning of Stockpile 16 in March 2005 saw RGCT's coal storage capacity increased from 4.5 million tonnes to 4.8 million tonnes.
- Major earthworks commenced in January 2005 for the construction of Stockpiles 17 and 18.

BARNEY POINT

- Upgrade works were undertaken on the terminal's inloading stream and yard belts.
- The new conveyor for the inloading stream will handle 3,000tph of coal, 1,000 tonnes per hour (tph) more than the existing two conveyors.
- Concrete remediation works at Barney Point Coal Terminal's rail unloading station were completed during the year.

FISHERMAN'S LANDING

- Comalco Alumina Refinery's first shipment of alumina was exported in November 2004.

WIGGINS ISLAND

- Investigations commenced in to the possible development of Wiggins Island as a large scale coal exporting terminal.
- Proposed area has a capacity for up to six capesized vessels, allowing the development of a facility utilising four berths with a total throughput capacity of at least 70 million tonnes per annum (mtpa).

PORT LIFE

- Gladstone Port Authority name changes to Central Queensland Ports Authority following issue of the Government Owned Corporations Regulation in June 2004. This regulation merged the Port of Gladstone and Port Alma.

2005/2006

RG TANNA COAL TERMINAL

- In November 2005, Shareholding Ministers approved the inclusion of three additional stockpiles - 19, 20 and 21 - as part of the RGCT Expansion, taking capacity from 40mtpa to in excess of 65mtpa.
- The upgrade to the existing shiploading streams was completed in February 2006, increasing the terminal's shiploading capacity by 8-10mtpa.
- Stockpile 17 was commissioned in January 2006, and Stockpile 18 in April 2006.
- Stage 3 of the expansion commenced with works to the second rail loop completed and construction progressing on the third rail unloading facility, a third shiploader and associated conveyor systems.
- Seven new Caterpillar D-11 dozers were purchased, taking the fleet to 21 and making it the largest fleet of D-11 dozers on any site in Australia.

BARNEY POINT

- Upgrade to the inloading stream, including increasing belt speed on existing conveyors and modification to related systems and equipment, which increased the terminal's shiploading capacity from 5mtpa to 7mtpa.

FISHERMAN'S LANDING

- On 31 January 2006, Central Queensland Ports Authority acquired the Ticor Quarry site for \$1.35 million. The value of the quarry was later assessed at over \$100 million.

WIGGINS ISLAND

- Connell Hatch was instructed to prepare an Environmental Impact Statement for the Wiggins Island Coal Terminal and preliminary engineering works began.



An upgrade of Barney Point's shiploading stream strengthened its capacity to 7mtpa.

2006/2007

RG TANNA COAL TERMINAL

- The third rail unloading facility was completed with wet commissioning in November 2006.
- The third shiploader was unloaded on to RG Tanna Coal Terminal's (RGCT) Berth No. 3 on 28 December 2006 and completed loading its first ship on 24 April 2007.

WIGGINS ISLAND

- The Environmental Impact Statement (EIS) for the Wiggins Island Coal Terminal was released in November 2006.

PORT ALMA

- Findings from the Pacific Southwest Strategy Group's study into new trade opportunities were released in August 2006.

2007/2008

RG TANNA COAL TERMINAL

- The \$780 million RGCT Expansion Project was finalised.

FISHERMAN'S LANDING

- Consultants were engaged to undertake an EIS for reclamation works to allow for future development of Fisherman's Landing.
- Dredging works commenced for Rio Tinto Alcan Yarwun berth 2 development.

WIGGINS ISLAND

- Engineering planning was completed in 2007 and a feasibility study began in March 2008, which will provide a detailed analysis of the project.
- EIS for the potential Gladstone Pacific Nickel project commenced.

PORT ALMA

- A concept study to identify the potential development of Port Alma Shipping Terminal as a coal exporting terminal for Panamax sized vessels was undertaken. This concept study was presented to Xstrata Coal, who committed to a pre-feasibility study.

CURTIS ISLAND

- Gladstone Ports Corporation (GPC) worked with the Co-ordinator General and Department of Infrastructure and Planning to ensure adequate berth provision and channel access are provided for the safe operation of LNG carriers for potential developments at Curtis Island.

PORT GROWTH

- The 50 Year Strategic Plan and Gladstone Land, Port, Road and Rail Infrastructure Study was updated during 2007/2008.
- GPC completed a Shipping Channel Duplication Strategy identifying the strategic development of dredged access to the port to cater for long term industrial growth.



RGCT's fourth berth and third shiploader.

2008/2009

RG TANNA COAL TERMINAL

- Dozer crossing and associated roadworks were completed.
- Mobile equipment maintenance facility was established to provide a service facility for the dozers.
- New facilities were constructed including an administration building, security entrance, crib rooms and amenities.

PORT CENTRAL

- Environmental initiatives continued to be implemented at Barney Point Coal Terminal and the Auckland Point facility as part of the Environmental Improvements program. These included the installation of water sprays on conveyors to reduce dust generation during stockpiling and shiplading.

WIGGINS ISLAND

- The detailed design phase commenced in June 2008.

PORT ALMA

- Xstrata Coal commenced a pre-feasibility study for the development of a coal exporting terminal at Port Alma Shipping Terminal.

FISHERMAN'S LANDING

- The proposed 153 hectare Northern Reclamation Project advanced to the next phase of development with the submission of an Environmental Impact Statement (EIS). This site will provide six additional wharf sites to cater for future developments.
- The EIS process for dredging and disposal within the Western Basin commenced.
- Stage 2 dredging works for the Berth No. 1 development of the Rio Tinto Alcan (RTA) Yarwun 2 expansion commenced.
- The first shipment of caustic product for Orica's new Caustic Import Storage Facility was unloaded at the Bulk Liquids Berth.

CURTIS ISLAND

- Gladstone Ports Corporation (GPC) began working closely with government and LNG proponents to ensure the necessary infrastructure is in place.

COMMUNITY

- The Indigenous Future Leaders Community Liaison Group was created to ensure the Indigenous community benefits from the prosperity generated by the Port of Gladstone.

2009/2010

RG TANNA COAL TERMINAL

- 35 per cent reduction in dust generation from 2008, through improvements implemented as part of the Coal Dust Benchmarking Report 2007/2008.
- The \$7.5 million Mobile Equipment Centre was completed.
- E-Train hardware was installed.

WIGGINS ISLAND

- Wiggins Island Coal Terminal project design process was completed during the year. The terminal has been designed to have an ultimate capacity of 80mtpa.

BARNEY POINT

- Completed the design of the Barney Point Coal Terminal wind barrier.

PORT ALMA

- Commenced work on a Master Plan for Port Alma.
- Increased trade by 25.1 per cent.
- Xstrata Coal's Balaclava Island coal terminal project at Port Alma was given significant project status.

WESTERN BASIN DREDGING AND DISPOSAL PROJECT

- Achieved State Government approval for Western Basin EIS.

FISHERMAN'S LANDING

- Plans to expand Fisherman's Landing progressed further when the EIS for the Northern Reclamation Project was approved.

OTHER

- GPC's combined coal terminals exported 60.4 million tonnes of coal during the year, up from 56.2 million tonnes in 2008/2009.
- Introduced a Reconciliation Action Plan (RAP) for Indigenous and non-Indigenous employees.
- Provided \$76,980 in community support (2008/2009: \$101,013).



GPC introduced a Reconciliation Action Plan to strengthen relationships between Indigenous and non-Indigenous employees throughout the organisation and the community.

2010/2011

PORT OF GLADSTONE

- Three cyclones preceded, accompanied and followed by flooding rains affected the total cargo throughput at the Port of Gladstone. A total of 76.4 million tonnes was handled, down 7.0 million tonnes from 2009/2010 figures.

RG TANNA COAL TERMINAL

- Coal exports for 2010/2011 were impacted significantly following Queensland's 100 year weather event with many coal mining operations declaring force majeure.
- Dust mitigation misting spray trials were undertaken. The most effective solution to be installed during 2011/2012.
- Settlement Dams were dredged resulting in the removal of 25,000 tonne of material. This increase in dam capacity will support the site water management capability over coming years.
- The Board approved a recommendation in December 2010 to complete design work on Stockpile 22 and commence construction.

BARNEY POINT

- A detailed design for the 15 metre high, 500 metre long wind barrier at Barney Point Coal Terminal was completed.

FISHERMAN'S LANDING

- Construction of the perimeter bund wall at Fisherman's Landing was completed.

CURTIS ISLAND

- Queensland Curtis LNG (QCLNG) and Gladstone LNG (GLNG) committed to construct their respective plants while Australia Pacific LNG (APLNG) and Arrow Energy undertook investigation studies.
- A total of 20 hectares of land was reclaimed at Port Central and RG Tanna Coal Terminal (RGCT) to create waterfront access for two ferry and four barging facilities.

PORT ALMA

- Closed to all commercial vessels for a period in excess of one month during the financial year.

PORT OF BUNDABERG

- Suffered significant siltation following Cyclone Yasi and localised flooding. As a result, a major dredging program was undertaken to remove 350,000m³ of dredge material.

2011/2012

WIGGINS ISLAND

- Construction of the Wiggins Island Coal Terminal commenced in November 2011.

CURTIS ISLAND – LNG

- Gladstone Ports Corporation (GPC) managed the \$1.4 billion dredging project to remove up to 26 million cubic metres of spoil. This project is the heart of the creation of significant harbour infrastructure, including additional shipping channels and berthing facilities to support the LNG industry and existing industry in Gladstone.
- 7.2 kilometre bund wall at Fisherman's Landing completed.
- 32 water quality monitoring sites were established specifically for the Western Basin Dredging and Disposal Project.
- Seagrass was monitored quarterly at seven locations in Port Curtis and Rodds Bay from November 2009. In September 2011, GPC commissioned monthly surveys in addition to the regular surveys. During the year two additional permanent monitoring sites were established, one at Wiggins Island and one at Facing Island.
- The Biodiversity Offset Strategy was developed to provide long term conservation of threatened and migratory species that may be impacted by the project.
- Construction began at APLNG, GLNG and QCLNG sites.

TUG BOAT BASE

- The design was approved and dredging began for the new tug base facility, which will be located behind the RGCT wharves.

RG TANNA COAL TERMINAL

- Construction commenced in October 2011 for Stockpile 22, which will deliver an increased coal stockpile capacity of 294,000 on the ground tonnes at RGCT.
- Work on installing new dust mitigation equipment commenced.

GENERAL

- During the year, financial support to the Gladstone Regional Council for the redevelopment of the Gladstone Entertainment Centre was approved.
- GPC began to plan and develop the foreshore of Auckland Inlet into the public recreational precinct, "East Shores", with financial assistance from Wiggins Island Coal Export Terminal.

2012/2013

PORT OF BUNDABERG

- Flooding following Cyclone Oswald's impact in January 2013, restricted vessel movement within the port to small vessels only while emergency dredging and other restoration works were completed. The Port re-opened to commercial shipping with the arrival of the first sugar ship for 2013 on 18 June.

MARINA

- Occupancy rate was 75 per cent with the demand of private and commercial berths increasing significantly due to the LNG industries on Curtis Island.

WESTERN BASIN DREDGING AND DISPOSAL PROJECT

- The community was informed about the Western Basin Dredging and Disposal Project (WBDDP) through community information sessions, harbour tours, school education sessions, community BBQ updates and the WBDDP website.

WIGGINS ISLAND

- Wiggins Island Coal Terminal (WICT) surpassed its 50 per cent construction milestone.

RG TANNA COAL TERMINAL

- Construction of Stockpile 22 commenced in October 2011. It was completed on budget and Lost Time Injury (LTI) free in December 2012.

CURTIS ISLAND

- The first pipeline to the island was constructed.

EAST SHORES

- Construction contract for first stage of the world-class development was awarded to Hutchinson Builders.



Construction of the three LNG plants on Curtis Island continued throughout 2012 – 2014.

2013/2014

On Thursday, 6 March 2014, Gladstone Ports Corporation (GPC) celebrated 100 years of operations.

WESTERN BASIN DREDGING AND DISPOSAL PROJECT

- The \$1.4 billion capital dredging project in the Port of Gladstone, vital to the development of an LNG industry hub on Curtis Island and WICT, was completed in September 2013.
- Over 22 million cubic metres of dredge spoil material was deposited in the Wiggins Island reclamation area and into the Western Basin reclamation area, providing a further 290 hectares of land for future port development.

PORT OF GLADSTONE

- The total throughput for the port was 98.3 million tonnes – a record tonnage.
- A record 69 million tonnes of coal was shipped.
- The Gladstone Marine Pilot Service became a subsidiary of GPC.
- Work commenced on an Environmental Impact Statement to determine the impacts of the proposed duplication of the Gatcombe and Golding Channels in the outer harbour of the Port of Gladstone. The channel duplication will allow increased passing opportunities for deep draft vessels.

RG TANNA COAL TERMINAL

- Coal Dust Mitigation Strategy for RG Tanna Coal Terminal (RGCT) and BPCT was essentially finalised with the substantive completion of the Stockpile Misting Sprays projects.
- RGCT Wharf Slurry System and Spillage Upgrade project originated from the need to ensure RGCT's wharves are able to manage the heightened risk of environmental incidents as tonnages processed increased. The feasibility study and detailed design phase for Stage 1 was completed in 2013/2014 with installation works scheduled to commence in 2014/2015.
- Stormwater Environmental Evaluations at RGCT and Barney Point Coal Terminal resulting in improvements in catchment management and the storage capacity of stormwater retention ponds to bring GPC's coal terminals into full environmental regulatory compliance.

MARINA

- The Gladstone Marina achieved a Queensland first with the award of a 3.5 Gold Anchor rating by the Marina Industry Association Australia.

EAST SHORES

- The new waterfront recreational precinct officially opened to the public on 7 November 2014.

CHAIRMEN OF THE BOARD

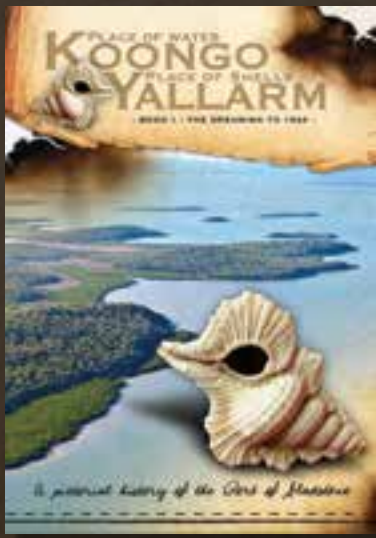
FROM INCEPTION IN 1914 THROUGH TO 2014



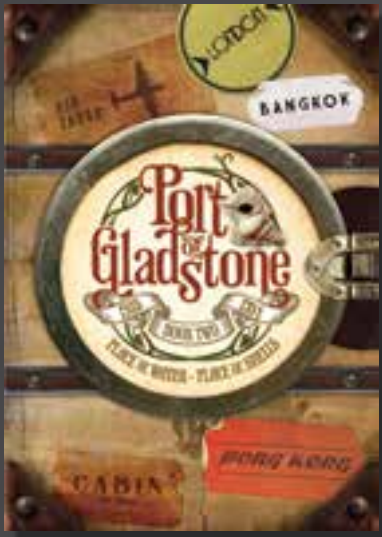
Mr W N Kingdon	1914 – 1916	Mr W R Golding	1946 – 1949, 1958 – 1979
Mr T Morgan	1916 – 1917	Mr M Hanson	1949 – 1958
Mr I S Crow	1917 – 1918, 1920 – 1922, 1923 – 1924, 1927 – 1929	Mr A W O'Rourke	1979 – 1988
Mr W J Prizeman	1918 – 1919	Mr G R M Fenton	1988 - 1990
Mr J H Kessell	1919 – 1920, 1922 – 1923	Mr L M Zussino	1990 – 1999
Mr G G Dennis	1924 – 1927	Ms C A Mossman	1999 – 2001
Mr A E Easterby	1929 – 1930	Mr R Dunning	2001 – 2004
Mr A W Drewe	1930 – 1935, 1937 – 1938, 1942 – 1943, 1946	Mr P Corones, Acting Chairman	2004 – 2006
Mr E W Crow	1935 – 1936	Ms H Gluer	2006 – 2007
Mr W J Prizeman	1936 – 1937, 1938 – 1942	Mr I Brusasco	2007 – 2012
Mr C W B Macfarlan	1943 – 1946	Mr M Brodie	2012 -

L-R, standing: Mr Don Muir, Captain Mike Lutze, Mr Bryan Jordan, Mr John Bates (Dec.), Mr Owen May.

L-R, seated: Mr Bill Robertson, Mr Paul O'Callaghan, Mr Leo Zussino (Chairman), Mr Hec Maynard (Deputy Chairman – Dec.), Mr Col Brown (Dec.), Mr Reg Tanna (Dec.).

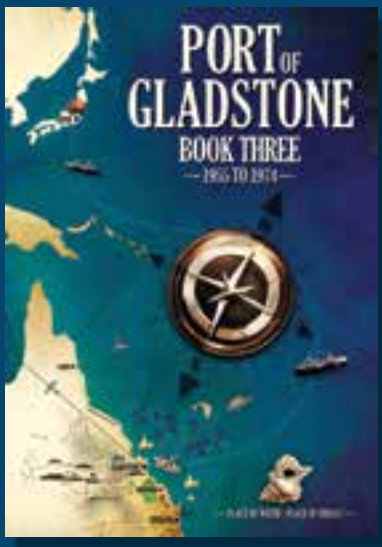


BOOK 1
The Dreaming
to 1934

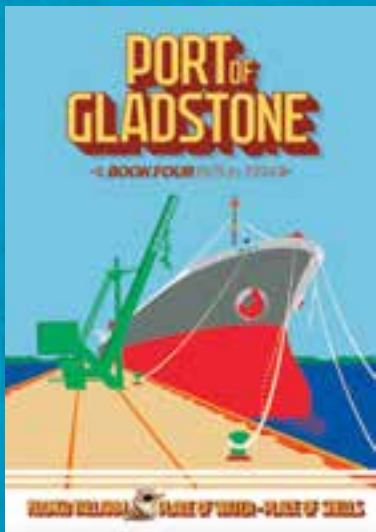


BOOK 2
1935 to
1954

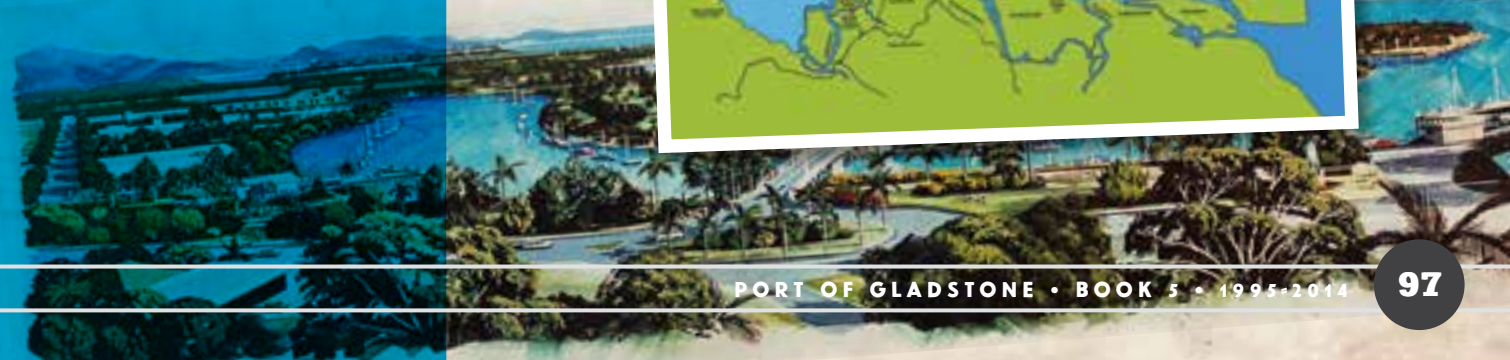




BOOK 3
1955 to 1974



BOOK 4
1975 to 1994



ENGLISH WORD TRANSLATIONS

BAILAI (BYELLE, BYELE)

A baby	Wondoo	Father	Meegan	Sister-elder	Darwar
A black woman	Wooroo	Fire	Boowi	Sister-younger	Koondoolan
A blackfella	Kingkel	Fish	Goodna	Skin	Korral
A white man	Koowin	Fly	Moolum	Sleep	Yeengan
A young man	Wondool	Foot	Didna	Snake	Darm
An old man	Darl	Grass	Bowan	Stone	Dargin
An old woman	Barbooran	Hand	Mooloom	Sun	Kine
Bark	Kooka	Head	Karun	Teeth	Puta
Beard	Yan	Hill	Biapa	The Blacks	Booma
Black duck	Goonanga	Hungry	Toolorin	Thigh	Karl
Blood	Koomi	Kangaroo	My	Three	Koorel
Boomerang	Darga	Laughing jackass	Toonee	Thunder	Koorongi
Breasts	Doolgool	Moon	Elam	Tomahawk	Mareway
Brother-elder	Marm	Mosquito	Boowan	Tongue	Dalmin
Brother-younger	Weegool	Mother	Yaya	Track of a foot	Eli
Camp	Koonim	Mouth	Tonka	Two	Booli
Crayfish	Didbee	Native companion	Goolonga	War-spear	Kiam
Crow	Toonwell	No	Wondo	Water	Koonga
Ear	Bidna	Nose	Piree	White cockatoo	Keegoom
Egg	Booroom	One	Webben	Wild dog	Meeree
Emu	Nurin	Opussum	Koommonka	Wind	Beeyan
Excrement	Koodna	Pelican	Parangool	Wood duck	Goochang
Eye	Mill	Rain	Bonoo	Yes	Kooal
Father	Koolkin	Shield	Koomar		

GOORENG GOORENG

Axe/stone	Dukkeel	Fish hawk	Gillan	Owl	Nyarla
Beach	Balarm	Fish/general	Gooral	Oyster	Deewah
Blossom	Yarra	Fishing net	Boonjilli	Parrot	Goothouthah
Boat/canoe	Goondool	Flame	Boree	Pebble	Wellair
Boomerang	Bugarn	Flying fox	Barung/Bulgwoyn	Pelican	Gooloolagum
Boy	Dubarl	Forest/bush	Guparl	Pigeon	Wonarlum
Bream/boney	Goonyll	Frog	Ghunghunbil	Place of shells	Yallarm
Brown hawk	Kalloom	Galah	Toolah	Platypus	Dunbye
Butterfly	Yulehlah	Grass	Baan	Plum tree	Noosgoom
Campsite/home	Waybear	Gumtree	Yarrandjee	Possum	Dillar
Catfish	Gineegooral	Honey	Kubbye	Prawn	Ghukn
Cave	Dukkeelwaybere	Horse	Yarraman	Pretty face wallaby	Kooraweena
Children	Duppeel	Ice/frost	Nghitoo	River	Kooroon
Cloud/rain	Boonoo	Ironbark	Jhoongee	Salmon	Chillbine
Corroboree/dance	Nureegoo	Island	Dhoogoon	Sand	Balarm
Crab	Ghukn	Kangaroo rat	Bye	Scrub	Guparl
Crane	Gurkinyoolum	Kangaroo	Booroo	Sea hawk	Takoko
Creator/God	Barrabee	Koala	Ghoolar	Sea Oak	Yurimblah
Creek	Durargoan	Kookaburra	Ghukoonghn	Sea	Whoolghn
Crocodile	Garrabee	Leaf	Gillair	Silver jewfish	Bunda
Crow	Wongwong	Lightning	Deil	Smoke	Boolim
Day	Ngeheere	Lizard/gecko	Ghymarhl	Snake	Wungye
Dingo	Mirree Gurrum	Maggie	Ghooloo	South	Yngore
Dove	Wonarlum	Meat	Guthoo/Jarm	Stars	Toongoongool
Duck	Nurar	Milk	Marm	Stone	Dukkeel
Dust	Boonim	Money	Dukkeel	Stormbird	Darlaren
Eaglehawk	Goolyair	Moon	Narnooloom	Sun	Ghinmine
Earth/soil/dirt	Thdou	Mountain	Woondoo	Sunrise	Ghinmine wobarn
East	Goondoo	Mt Larcom	Pyelee	Sunset	Ghinmine ghunmarn
Eel	Yinbol	Mud	Dareraregair	Thunder	Booroomgar
Egg	Dile	Mullet	Goorool	Turkey	Wuggoon
Emu	Morben	Mussel	Mumoy	Turtle	Millbee
Figtree	Boolarbee	Night	Nyoolmin	Wind	Baarne
Figtree	Bularbi	Noon	Ghinmineburye		
Fire	Ngorn/nyorn	North	Dhurye		

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WITH THANKS TO:

Leo Zussino

Paulette Flint

Gladstone Art Gallery & Museum

Maureen Mason



(extract from introduction to Songs of the East Coast)

Only a week ago the news broke that Gladstone was going to be the industrial city of Queensland. When I left there in the 1940s the population was about 3,000. My father's boat was tied up to the Fisheries wharf; mine, the Valhalla (built by my brother Paddy), was hauled in on the beach near the cattle wharf and the present CQU site across the creek was so boggy that we would never have dared land on its muddy shore. But as we used to say (and mean it) when people questioned our whole family's love of the place, "Oh, but you should see it when tide's in!"

It seems that now the great tide of the world's commerce has come in, my East Coast Country will be singing yet another, industrial song. Though still through all this singing past and changing future, the moving currents of the heart run.

*Val Vallis
Indooroopilly, March 1997*

