

FY2023

Modern Slavery

Statement

A man with short brown hair and a beard, wearing a high-visibility orange and blue work jacket, is driving a truck through a dark tunnel. The truck's interior is visible, including the steering wheel and dashboard. The tunnel walls are dark, and there are some blue lights visible in the distance. The overall scene is dimly lit, with the primary light source being the truck's interior lights and the distant tunnel lights.

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Introduction

At Flinders Port Holdings Pty Ltd (**FPH**) we believe a sustainable business is one that acts positively to achieve sustainable outcomes, minimising harm, being at one with our communities and the environment and ensuring the financial resilience of our operations now and in the future.

Our aim is to be recognised as a leader in sustainable port development and operations and to create a business we can continue to be proud of, contributing to better outcomes for future generations.

As part of its sustainability commitments, FPH and its subsidiary companies identified in Appendix A (**together, the Group, we, or us**) has continued its commitment to addressing the risk of modern slavery practices in its operations and supply chains. The Group strives to consistently demonstrate high standards of ethical conduct and to uphold human rights, fair working conditions and to engage in sustainable and environmentally sound business practices. We endeavour to always operate responsibly and expect the same from our suppliers.



Sustainability and combating modern slavery

FPH, as a leading port infrastructure provider, port services operator and logistics services provider, plays an essential role in the South Australian economy. Not only do our operations and infrastructure facilitate the movement of goods needed to support people's daily lives, they also provide the centrepiece for local communities and facilitate growing prosperity. Our vision is "Connecting South Australia with the World" and our mission is "to be an industry leader in providing safe, innovative and sustainable port-related infrastructure, capabilities and services that enable, optimise and maximise trade for our customers".

This vision and mission is underpinned by the recognition that creating long-term shareholder value is inextricably linked to, and not at the expense of, creating value for other stakeholders. Sustainability is one of the guiding philosophies in the way we operate and in our future planning and development. In line with our Value Creation Model (VCM), our approach to sustainability will see the Group develop more resilient infrastructure, more efficient operations and an organisational culture that builds on our values.

In the reporting period, the Group released its updated and enhanced Sustainability Plan, building on its 2020 initial release. Further, in developing its current Sustainability Plan, the Group conducted its first sustainability materiality assessment to identify, define and prioritise the Environmental, Social and Governance (ESG) topics that matter most to the Group and its external stakeholders, and that reflect the impact on our people, community, environment and internal governance.

As part of this process, ethical sourcing, labour rights and business ethics and transparency were all identified as material to FPH.

In conducting its materiality assessment, and developing and implementing its Sustainability Plan, the Group was informed by a number of key global ESG reporting frameworks. In particular, we have identified nine of the United Nations (UN) Sustainable Development Goals (SDGs) as goals that FPH can most contribute to, as per its Sustainability Plan.

Relevant to our approach to modern slavery compliance, one of these goals relates to SDG 8.7 which requires organisations to "take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms".

As part of our sustainability commitments, and in line with our Sustainability Plan, FPH is now a signatory to the UN Global Compact. By incorporating the 10 Principles of the UN Global Compact into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success. UN Global Compact signatories, such as FPH, voluntarily pledge to operate responsibly, in alignment with universal sustainability principles.

These 10 universal sustainability principles include several under the themes of Labour and Human Rights that are relevant to our approach to modern slavery compliance, including (in accordance with principles 1, 2, 4 & 5) that businesses should:

Principle 1

Support and respect the protection of internationally proclaimed human rights;

Principle 2

Make sure that they are not complicit in human rights abuses;

Principle 4

Uphold the elimination of all forms of forced and compulsory labour; and

Principle 5

Uphold the effective abolition of child labour.

About this Statement

Both FPH and its subsidiary, Flinders Ports Pty Ltd (**FP**) are 'Reporting Entities' for the purposes of the *Modern Slavery Act 2018* (Cth) (**Modern Slavery Act**) and this is their joint, Modern Slavery Statement (**Statement**), submitted to meet the reporting requirement in the Modern Slavery Act. This Statement describes the actions taken by those entities, and the entities they control, to identify, manage and mitigate the risks of modern slavery in their operations and supply chain during the financial year ending 30 June 2023 (**reporting period**). The Statement describes the journey that the Group has taken in the fourth reporting period to further develop our maturity in assessing our risks of modern slavery practices and to embed and implement our Modern Slavery Response Plan.

Our structure, operations and supply chains

About us

FPH is a privately owned port, logistics and container terminal services group based in Port Adelaide, South Australia. In addition to Port Adelaide, FPH owns and operates Flinders Adelaide Container Terminal as well as six regional ports across South Australia - Port Giles, Port Lincoln, Wallaroo, Port Pirie, Klein Point and Thevenard. FPH is South Australia's leading port infrastructure provider and a diversified marine, stevedoring and logistics group, playing an integral role in the economic development of the state and the wellbeing of its port communities, including in a number of regional areas. We also provide integrated supply chain solutions through Flinders Logistics and Flinders Warehousing & Distribution. Beyond ports and logistics, we deliver hydrographic survey services through HydroSurvey Australia. The complete list of entities within the Group as at 30 June 2023 is at Appendix A.

Our operations

This Statement describes actions that have been undertaken by the Group in the FY23 reporting period, to assess and address the risks of modern slavery practices in the supply chain and operations of each company within the Group.

The Group had an annual turnover of \$277,427,000 in FY23 and, as at the end of the reporting period, employed 735 people. Through our operations, we facilitated the movement of over 25 million tonnes of cargo through our ports.

Financial Year 2023

735

Total
Employees

25+

million
Tonnes of Cargo
shipped through
our Ports

270+

million
Annual
Turnover

36

million
invested
in Port
infrastructure

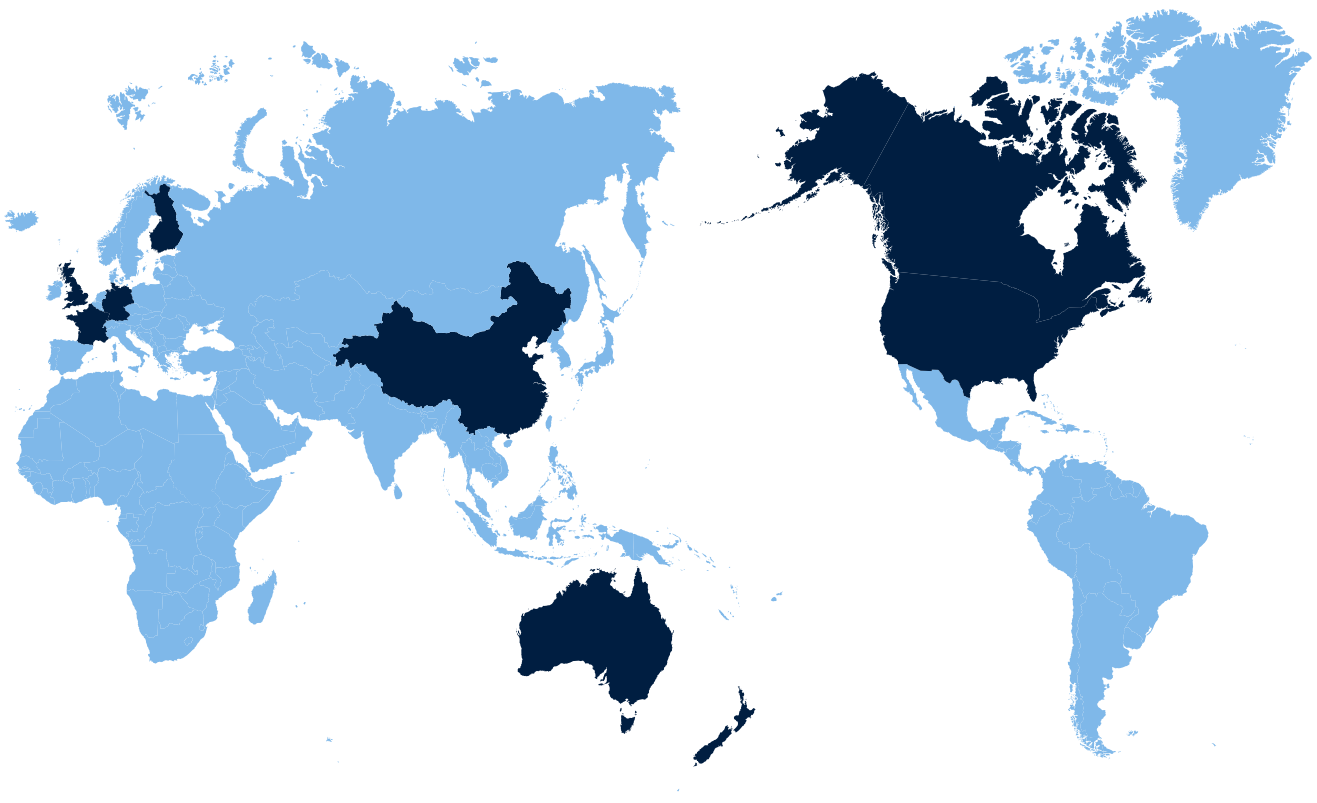
Our supply chain

In the reporting period, the Group made payments to 2192 Tier 1 suppliers (Tier 1 suppliers are those that deal directly with the Group). The Group’s major categories of procurement included:

Category

- Corporate Services
- Facilities Management (including, but not limited to, cleaning; grounds maintenance and security)
- Fleet and Vehicles
- HR and Labour
- ICT
- Maintenance, Repairs and Operations
- Plant and Equipment
- Professional Services (including management consulting; engineering consulting; Governance and Sustainability; Property and Development)
- Construction

2171 of the suppliers and contractors that the Group procured goods and services from during the reporting period were based in Australia. Our vendors, including a small number of overseas suppliers, were based in the locations highlighted in dark blue on the map below:



Our approach to modern slavery

We are committed to ensuring that risks of modern slavery practices in our operations and supply chains are effectively identified and addressed.

The term 'modern slavery' is used in the Modern Slavery Act to describe situations where coercion, threats or deception are used to seriously exploit victims and undermine, or deprive them of, their freedom. The Modern Slavery Act defines modern slavery as including the following conduct: trafficking in persons, slavery, servitude, forced marriage, forced labour, debt bondage, the worst forms of child labour, and deceptive recruiting for labour or services.

Our approach focuses on embedding our modern slavery response as a core element of the Group's values, culture and conduct.

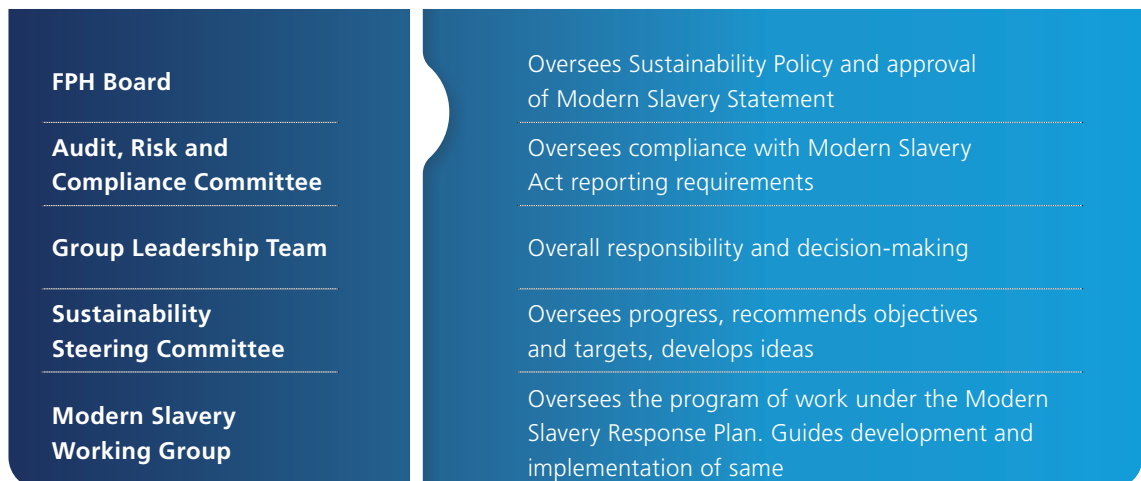
Policy documentation

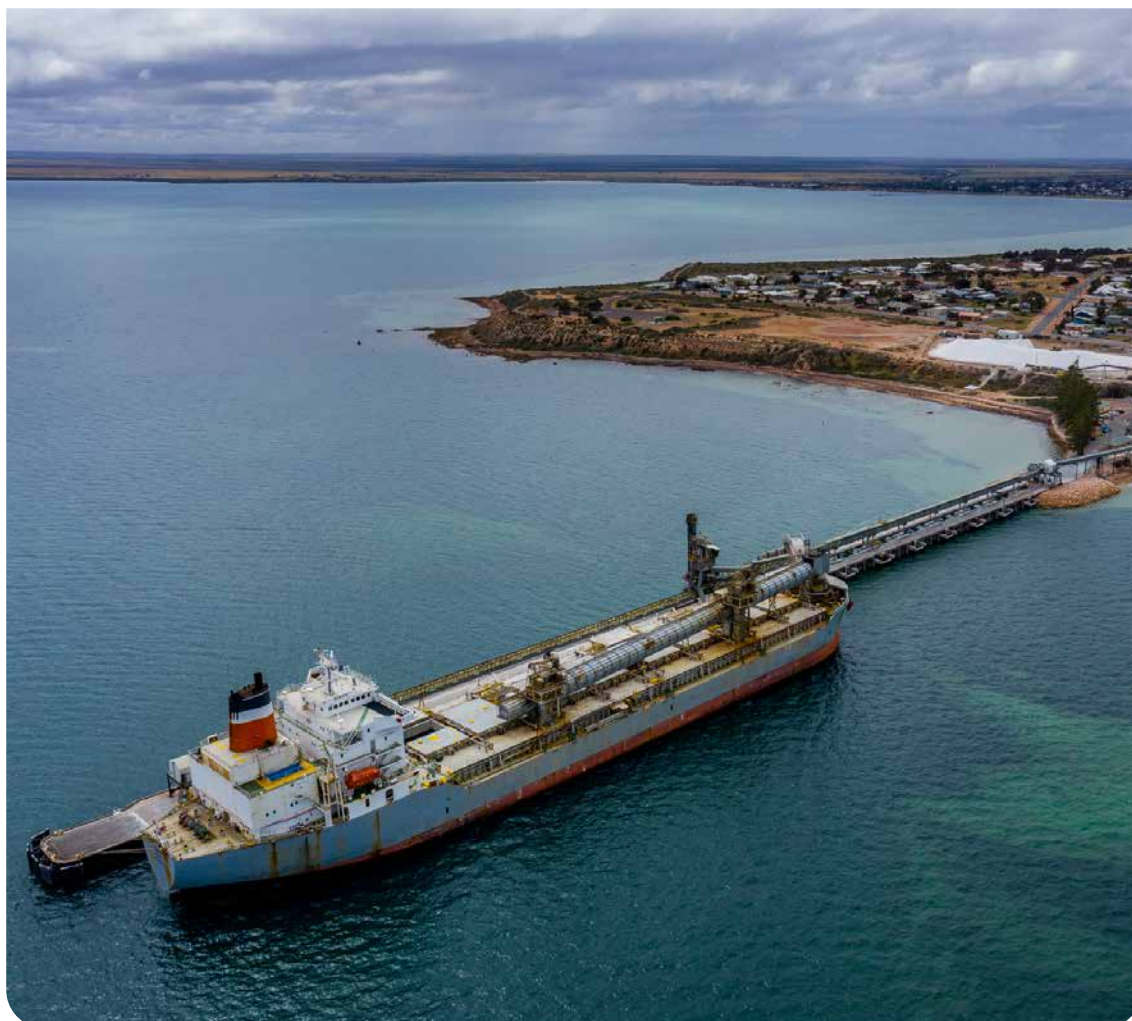
As part of our Sustainability Policy and accompanying Sustainability Plan, the Group aims to foster an organisational culture committed to corporate social responsibility, including the recognition of human rights. The Group has a number of frameworks, policies, plans and codes that align to support our Modern Slavery Response Plan and inform our overall approach to modern slavery compliance. This key documentation includes our:

- Sustainability Plan
- Sustainability Policy
- Procurement Policy
- Modern Slavery Supplier Risk Management Framework
- Supplier Code of Conduct
- Group Procurement Framework
- Whistleblower Policy

Modern Slavery Governance

To support the implementation of our policy documentation and Modern Slavery Response Plan, we have a robust governance framework that ensures effective oversight, monitoring, risk assessment and reporting. The diagram below outlines the governance structure that supports our Modern Slavery Working Group in driving the program of work under our Modern Slavery Response Plan:





Supplier due diligence

New supplier agreements contain specific modern slavery compliance clauses which have been drafted in consideration of our obligations under Australian anti-slavery legislation, including the Modern Slavery Act. Existing agreements (entered into prior to the template modern slavery compliance clauses being included) are updated, with these modern slavery clauses, as they are renewed.

Our vendor approach electronic procurement systems, RFX templates, and vendor application forms include modern slavery compliance questions in relation to the supplier's policies, procedures and monitoring systems to address the risk of modern slavery practices.

Since April 2020, we have provided a mandatory modern slavery supplier questionnaire (**Supplier Questionnaire**) as part of our Vendor Application Pack. There is now a trigger in our procurement systems that if a supplier has not been engaged within 24 months they are 'reactivated' and will be sent the Supplier Questionnaire. Currently, our Supplier Questionnaire is targeted to our Tier 1 suppliers. The responses are subject to desktop review by our Procurement Team who are responsible for identifying potential 'red flags' in a vendor's responses.

Identifying the risks of modern slavery practices

Understanding and assessing our modern slavery risk

Under the Modern Slavery Act, we understand that the term 'risks of modern slavery practices' refers to the potential to cause, contribute to, or be directly linked to modern slavery through the operations and supply chains of the Group and we have focused our risk assessment accordingly.

Risks that the Group may contribute to modern slavery practices include any acts or omissions that may facilitate or incentivise modern slavery.

Risks that the Group may be directly linked to modern slavery practices means the risks that the Group's operations, products or services may be connected to modern slavery through the activities of another entity that any of the Group's entities has a business relationship with (e.g. a supplier).

In the development of all our risk assessment methodology, we carefully consider the Australian Government's guidance on modern slavery risk indicators in the Modern Slavery Act 2018-Guidance for Reporting Entities (Australian Government's Modern Slavery Reporting Guidance). In particular, we focus on our sector and industry risk; product and services risk; geographic risks and entity risks.

To build our maturity in scoping our modern slavery risk, in the previous reporting period we engaged a specialist provider to undertake a comprehensive ESG and modern slavery risk assessment across our supply chain and operations, delivering findings on both the inherent and residual modern slavery risks within the business.

Operations

In assessing and addressing the modern slavery risks in our operations, the Group has determined, as confirmed by external specialist ESG risk assessors, that it has a relatively low exposure to modern slavery risks through its direct employment of workers.

The Group employs most of its workforce directly and had a total of 735 employees at the end of the reporting period. Our staff are engaged on full-time, part-time and casual contracts which are compliant with the *Fair Work Act 2009* (Cth) (**Fair Work Act**), and any applicable Enterprise Agreements approved by the Fair Work Commission. Australia's Fair Work system, the national workplace relations system created by the Fair Work Act, includes mechanisms aimed at protecting vulnerable workers and promoting better governance.

However, we acknowledge that we are exposed to some potential risk of modern slavery practices through our use of third-party labour hire arrangements to supplement our workforce and support our operations. We recognise that we have less visibility and control over these workers and their employment terms and conditions. In South Australia, where the Group operates, the *Labour Hire Licensing Act 2017* (SA) requires that labour hire service providers be licensed. One of the objects of the legislation is to protect workers from exploitation, including by generally prohibiting the use of unlicensed labour providers. Accordingly, we take steps to ensure compliance with that legislation, and manage the risk of modern slavery, by engaging with licensed labour hire providers with standing agreements in place with the Group. In addition, we have developed maturity in our supplier risk assessment processes, which will enable us to refine further control measures for this particular risk.

While the Group provides port related services to foreign vessels, we do not control the operations of those vessels. This limits our oversight and impact on the working conditions of the crew on board. Additionally, we understand that there is a globally recognised wider potential risk that ports may provide entry points for human trafficking and that the shipping industry is considered higher risk due its exposure to key risk indicators such as geographic locations of workforce. However, the Group's risk profile is likely reduced in the Australian context, due to our more remote geographic location.

Relevantly, we maintain a co-operative working relationship with authorities that oversee the activities of foreign vessels, including Australian Border Force and the Australian Maritime Safety Authority (which is responsible for ensuring international conventions relating to maritime safety are upheld). We also assist with facilitating and enabling the work of the Australian Seafarers' Welfare Council and other associated seafarer welfare organisations that operate to support the welfare of seafarers onboard vessels using our ports. If we were to become aware of allegations of Modern Slavery in relation to a vessel, we would cooperate with relevant regulators and stakeholders as required.

To assist us to identify and address any risks of modern slavery in our operations, our Whistleblower Policy is an important remediation control to assist us to identify and address any risks of modern slavery in both our operations and supply chain. This document includes instructions to enable internal and external parties to raise concerns that may relate to our operational risk via the independent FairCall reporting platform, which operates 24 hours every day. Our Whistleblower Policy is publicly available on our website. Specific training on the policy is included in our employee induction pack to ensure that all employees know how to access our reporting platform.

To support these measures, and further assist our employees to identify the risks of modern slavery practices in our operations, we plan to deliver enterprise-wide modern slavery awareness training.

Supply chain

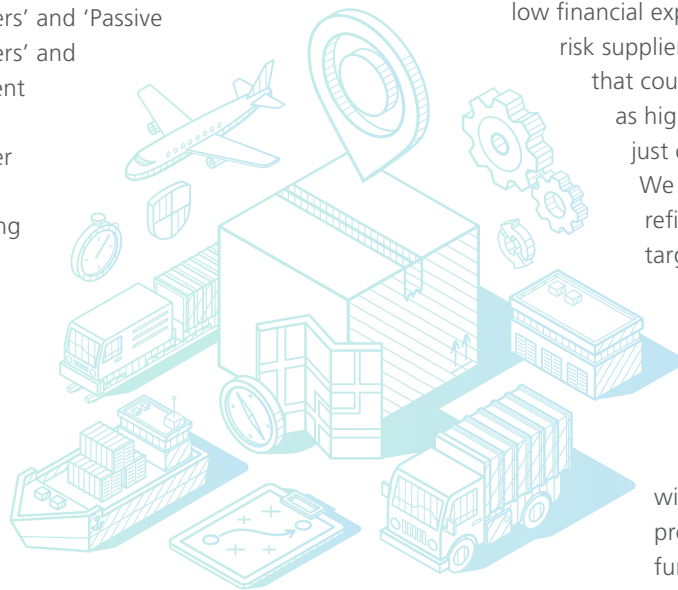
To support our ongoing actions to address risks in our supply chain, in this reporting period, we reviewed the 'Supplier Categorisation' in our Modern Slavery Supplier Risk Management Framework. The framework outlines the approach, including relevant systems, processes, tools and policies, that the Group uses to assess and address the risk of modern slavery in its supply chain, in relation to specific suppliers. Under the framework, we conduct a 'Supplier Categorisation' to distinguish between our 'Active Management Suppliers' and 'Passive Management Suppliers' and apply risk management actions and controls based on this Supplier Categorisation. Our review in the reporting period of the criteria for this Supplier Categorisation confirmed its appropriateness for informing the implementation of the Supplier Risk Management Framework.

In the reporting period, significant work was undertaken by the Group's Procurement Team to enhance and mature our supplier risk management processes. As part of this work, a new Supplier Taxonomy was developed to more accurately capture our categorisation of suppliers and better inform our risk assessment.

This Supplier Taxonomy was developed to align with the requirements of a new supply chain risk assessment tool we procured in the reporting period, delivered by a specialist external provider. Using this Supplier Taxonomy, our spend analysis software solution to assess supplier risk has now been effectively implemented and integrated with our systems. This tool provides a specific 'Modern Slavery' risk analysis dashboard with a risk heat map (updated every 3 months).

Overall, the findings of this risk assessment indicate that the Group has a comparatively low financial exposure to higher risk suppliers, with suppliers that could be categorised as high risk representing just over three percent. We are continuing to refine our processes to target specific measures and controls to address the risk of identified high risk suppliers. We intend to continue to work with our software provider to explore further enhancements and refinements to the

software, including investigating the potential for functionality that may enable a flag to indicate whether a risk has been mitigated.



Our actions to assess and address modern slavery risks

Assessing the effectiveness of our actions

OUR PLAN

In this, our fourth reporting period, we continue to embed and refine our Modern Slavery Response Plan, a high-level plan that drives our actions for addressing risks of modern slavery in our supply chain and operations. The diagram below captures the core elements of that plan. Our Modern Slavery Response Plan takes a targeted and continuous improvement approach that focuses on our Tier 1 suppliers and on key areas and associated tasks.

This program of work has, as in the previous reporting periods, been overseen by a dedicated Modern Slavery Working Group, comprised of relevant senior personnel and with participation from specialist external providers.

Assess & Identify

- Conducting a comprehensive modern slavery risk assessment

Action

- Undertaking supplier onboarding and contract review
- Developing and implementing policies and procedures
- Conducting training/awareness
- Establishing a Modern Slavery Working Group to oversee the program of work
- Embedding reporting channels

Review

- Reviewing actions against our Modern Slavery Response Plan

Our Performance

Consistent with our continuous improvement approach, the Modern Slavery Working Group has progressed the following work identified as the highest priority as part of our Modern Slavery Response Plan.

KEY AREA	PLANNED TASKS	FY23 COMPLETED TASKS
ASSESS AND IDENTIFY		
Risk assessment	<p>Reviewing our Procurement Policy, including to continue development of underlying principles to guide our procurement process in respect of key ESG risks, such as modern slavery.</p> <p>Considering a software solution for pre-qualification and for risk assessments that incorporates modern slavery risk.</p>	<p>We reviewed our Active vs Passive Supplier categorisation criteria in our Modern Slavery Supplier Risk Management Framework (that underpins our Procurement Policy) to confirm that these remain appropriate.</p> <p>We considered this software solution as part of a broader project to address other business needs including sustainability and financial requirements.</p> <p>Our spend analysis software solution to assess risk is now in place. This tool provides a specific modern slavery supplier risk dashboard with a risk heat map (updated every 3 months).</p>
Due diligence	<p>Introducing a supplier pre-qualification process related to modern slavery.</p>	<p>Since April 2020, our Supplier Questionnaire has been provided to new suppliers with a 100 percent response rate.</p> <p>We have continued to adopt our supplier reactivation process for inactive suppliers, requiring completion of our Supplier Questionnaire for reactivation.</p> <p>Procurement personnel conduct a desktop review of modern slavery questionnaire responses and flag any issues with the Group Procurement and Supply Chain Manager.</p> <p>In addition to the above, we have introduced weighted selection criteria for modern slavery into formal market approaches.</p>

KEY AREA**PLANNED TASKS****FY23 COMPLETED TASKS****ACTION**

Training, awareness and capacity building

Deliver modern slavery awareness training to all employees.

Collaborating with our Tier 1 suppliers and industry peers regarding modern slavery compliance supply chain activities and industry best practice.

We delivered training sessions for key personnel to support our modern slavery compliance measures. Modern slavery awareness training has been delivered to 22 key employees across several of the Group's business units: Ports, Logistics, People & Brand, and Flinders Warehousing & Distribution.

Further we progressed our initiative to integrate modern slavery awareness into employee induction process.

Specifically, we have developed a draft training module for our induction pack and our People & Brand team are currently reviewing our induction process, including regarding modern slavery awareness training.

In the reporting period, staff from our Legal and Procurement teams attended a number of peer events with themes and topics relevant to modern slavery (such as procurement industry conferences). Our key governance and procurement personnel hold individual memberships with peak professional bodies and are actively engaged with peers on collaborating to ensure best practice in supplier risk management (including as participant of the South Australian Modern Slavery Network Lead Group).

Policy and procedure development

Further implementing our Supplier Modern Slavery Risk Management Framework, prioritised by supplier risk profile, and reviewing the effectiveness of its operation.

Reviewing and updating our Modern Slavery Roadmap for Year 5 and beyond.

In the reporting period we continued to implement and roll-out our Modern Slavery Supplier Risk Management Framework prioritised by supplier risk profile.

We continue to update our Modern Slavery Roadmap (now referred to as the 'Group 3 Year Modern Slavery Action Plan').

Reporting

Maintaining robust grievance reporting mechanism (this task is an annual standing item).

Our external whistleblower reporting portal, FairCall, continued to operate in the reporting period. Specific training on our Group Whistleblower Policy was provided to new employees in our employee induction pack.

KEY AREA	PLANNED TASKS	FY23 COMPLETED TASKS
REVIEW		
Performance assessment	Developing our Modern Slavery Response Plan for the next reporting period.	We focused our approach by developing a plan of key tasks for the reporting period, shared in the 'Looking Ahead' section of our previous Statement and assessing the effectiveness of our actions against each of these tasks (as set out in this table).
Oversight	Reviewing our Supplier Modern Slavery Risk Management Framework.	We reviewed our Active and Passive Supplier criteria to confirm that these remain appropriate. Our Modern Slavery Working Group met regularly during the reporting period to oversee our program of work, providing quarterly progress reports to our Sustainability Steering Committee.

Consultation within the Group

Each entity within the Group is committed to identifying and addressing risks of modern slavery in its operations and supply chain. We have ensured that our Board and senior management are kept updated on activities in relation to our obligations under the reporting requirement in the Modern Slavery Act. Relevant senior staff have been advised about, and involved in, our Modern Slavery Response Plan actions through their involvement in our Modern Slavery Working Group.

Our consultation approach reflects the holistic approach the Group takes to the consistent implementation of its compliance activities across its business units, and to our ESG commitments more broadly.

Continuous improvement

The Group is committed to continuously improving its understanding and management of its modern slavery risks, as demonstrated by our significant investments in maturing our risk assessment measures, and further developing our risk controls. In addition, the Group continues to develop and build on the competencies and capabilities of its people in this area, with a particular focus on those responsible for implementation of key actions under our Modern Slavery Response Plan.

Staff and key personnel, including from our Procurement Team and Legal Team, have attended training sessions and workshops run by external specialist providers and the Australian Government to ensure that relevant teams have a sound understanding of our modern slavery compliance requirements and industry best practices.

Key personnel from our Procurement and Legal teams attended the following events industry events:

- Procurement and Supply Australasia Sustainability and Modern Slavery – April 2023
- Australian Government National Modern Slavery Conference 27-29th June 2023

In addition, the Group and/or some of its key personnel are members of a number of peak industry bodies and collaborative peer groups including:

- Chartered Institute of Procurement and Supply (**CIPS**)
- Procurement and Supply Australasia (**PASA**)
- South Australia Modern Slavery Network Lead Group, facilitated by the University of South Australia's Centre for Enterprise Dynamics in Global Economies.

We look forward to continuing to participate in industry leader and stakeholder forums to assist us to be guided by best practice in our Modern Slavery Response Plan actions.

In addition, FPH is now a signatory to the UN Global Compact, affirming its support of the 10 Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In the reporting period, FPH submitted its first annual Communication on Progress (**CoP**) to the UN Global Compact, describing the Group's actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations.

Looking ahead

In our next reporting period, the Group plans to progress the following actions to assess and address the risk of modern slavery practices in our operations and supply chain.

Assess & Identify

- Reviewing and updating supplier questionnaires to align with our new supplier risk analysis tool.

Action

- Embedding modern slavery awareness training for employees.
- Reviewing our active supplier management controls and processes under our Supplier Risk Management Framework.
- Enhancing communication with suppliers about their responsibilities under the Supplier Code of Conduct.
- Collaborating with our Tier 1 suppliers and industry peers regarding modern slavery compliance supply chain activities and industry best practice.
- Updating and monitoring of our 3 Year Modern Slavery Action Plan.
- Exploring options for delivering supplier modern slavery awareness training.
- Continuing to refine our processes to target specific measures and controls to address risks related to identified high risk suppliers.

Review

- Developing our Modern Slavery Response Plan for the next reporting period.
- Reviewing our Supplier Modern Slavery Risk Management Framework.

Report

- Drafting our next Modern Slavery Statement.

This Statement is made by Flinders Port Holdings Pty Ltd and Flinders Ports Pty Ltd for the financial year ending 30 June 2023.

This Statement was approved by Flinders Port Holdings Pty Ltd's Board of Directors, being the Board of Directors of Flinders Ports Pty Ltd's parent company, in its capacity as the principal governing body of both, on Tuesday 21st November 2023.



STEWART LAMMIN
CHIEF EXECUTIVE OFFICER, FLINDERS PORT HOLDINGS

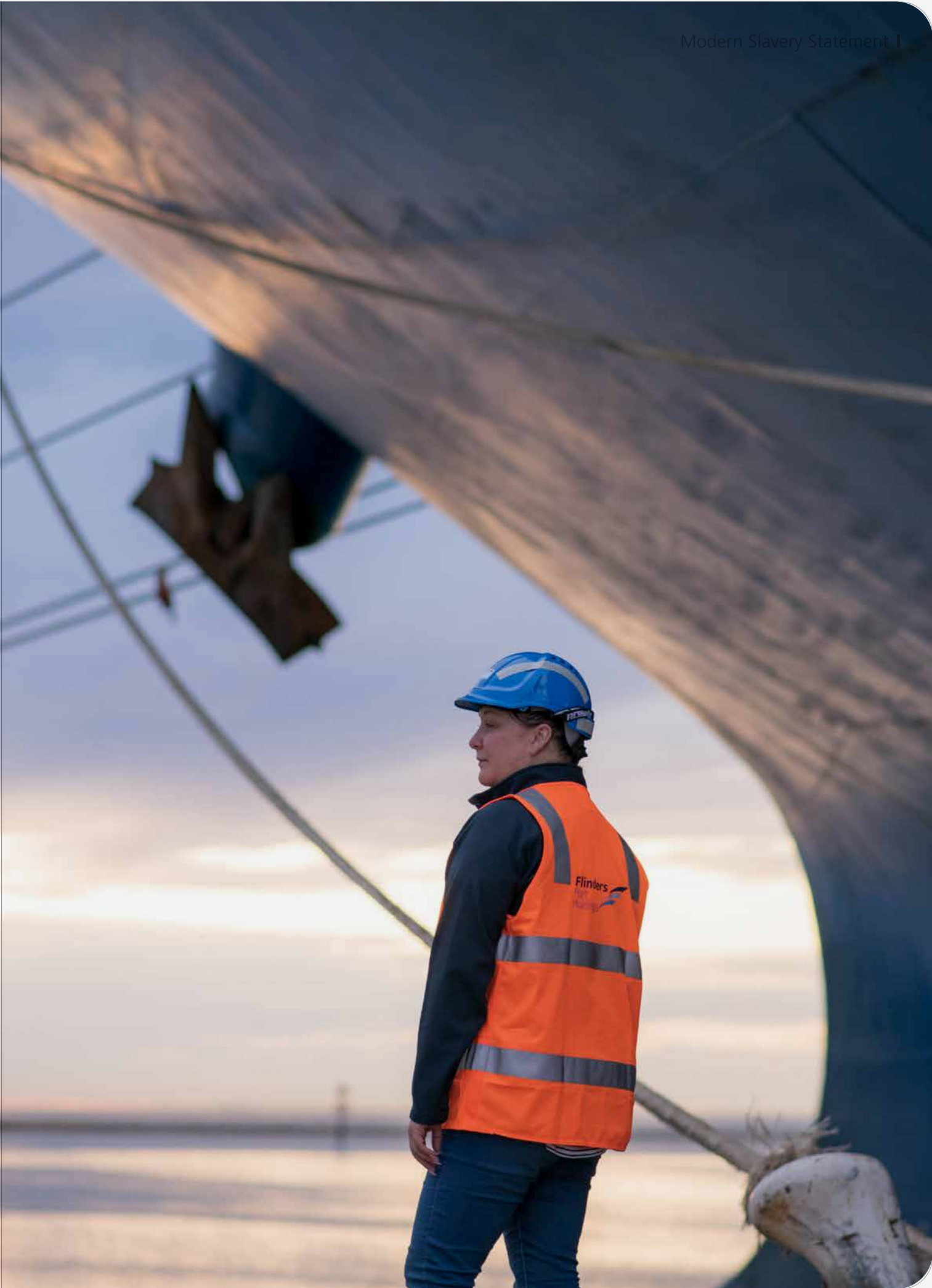
This Statement was prepared to meet the mandatory reporting criteria set out at section 16 of the Modern Slavery Act. The below table identifies where each criterion is addressed within the Statement.

MODERN SLAVERY ACT CRITERIA	FPH MODERN SLAVERY STATEMENT	PAGE
1 Identify reporting entity	Introduction and Appendix A	1
2 Describe the reporting entity's structure, operations and supply chains	Our structure, operations and supply chain	4
3 Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	Identifying the risks of modern slavery practices	8
4 Describe the actions taken by the reporting entity and any entities that the reporting entity owns or controls to assess and address these risks, including due diligence and remediation processes	Identifying the risks of modern slavery practices Our actions to assess and address modern slavery risks	8 11
5 Describe how the reporting entity assesses the effectiveness of actions being taken to assess and address modern slavery risks	Assessing the effectiveness of our actions	11
6 Describe the process of consultation with any entities the reporting entity owns or controls	Consultation within the Group	14
7 Any other relevant information	Continuous improvement Looking ahead	15 16

Appendix A

Flinders Port Holdings Pty Ltd (Flinders Ports Holdings) subsidiary companies (together, the Group) in the reporting period (FY23):

- Flinders Ports Pty Ltd
- Flinders Ports Adelaide Container Terminal Pty Ltd
- Flinders Adelaide Container Terminal Pty Ltd
- Flinders Ports Land Development Pty Ltd
- Flinders Logistics Pty Ltd
- Flinders Warehousing & Distribution Pty Ltd
- Flinders Port Management Services Pty Ltd
- Flinders Spencer Gulf Ports Pty Ltd
- Adelaide Container Terminal Pty Ltd
- Spencer Gulf Portlink Pty Ltd
- Flinders Spencer Gulf Marine Service Pty Ltd





296 St Vincent Street Port Adelaide SA 5015

P: + 61 (0)8 8447 0611 | **E:** fpholdings@flindersports.com.au

flindersportholdings.com.au



Flinders Port Holdings acknowledges the Traditional Owners of the land and waterways on which we operate, and pays respect to Elders past, present and emerging.