

CORPORATE STRATEGY

2026
2030

Powering Future Growth

Leading · Connecting · Delivering

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Foreword from the Chair

This statement sets out the Port of Cork Company's Strategy for 2026-2030 and the standards by which we will oversee its delivery.

The Board has considered the external environment, national policy and regulatory frameworks, and the expectations of our stakeholders as a Tier 1 Port of National Significance and a Core TEN-T port. Our role is to provide clear direction, strong governance, and disciplined stewardship over investment and risk so that the Port of Cork is futureproofed as a globally competitive world class port at the heart of international trade and an energy hub leading Ireland's climate action programme towards a NetZero society by 2050.

This strategy focuses the organisation on four areas of work: building capacity and connectivity, supporting our people and culture, improving service and efficiency, and delivering on our sustainability responsibilities. We will maintain a firm focus on safety, culture, and values; supporting leadership capability; and upholding our responsibilities to the harbour environment and local communities, including our commitments on decarbonisation and readiness to enable future opportunities.

We will advance our long-term transition of consolidating port operations to the lower harbour by prioritising the delivery of critical infrastructure and operational projects in line with our Port Masterplan 2050, subject to statutory consents, policy alignment, and a clear accountability framework.

This sustainable, long-term approach shapes our vision for the future of the port, guiding our investment strategy and our collaboration with partners across the harbour, the wider Cork region, and Ireland.

We will continue to engage openly and collaboratively with our shareholder, the Department of Transport; with Cork City and County Councils; with our customers; and with all other stakeholders and neighbours across the harbour, while reporting progress clearly and efficiently to ensure partners are kept informed at key milestones.

On behalf of the Board, I thank our people, shareholders and investors, and partners for their commitment and support. Our task now is steady, transparent execution. I invite you to read the strategy that follows.

Michael Walsh
Chairperson
Port of Cork Company



Michael Walsh
Chairperson

Message from the Chief Executive

I am pleased to share the Port of Cork's Corporate Strategy for 2026-2030, a plan shaped not only by the challenges and opportunities ahead, but by the people who will deliver it.

This strategy sets out our direction for the next five years, ensuring we continue to serve as a vital gateway for Ireland's trade, connectivity, and regional prosperity.

The Port of Cork is entering a decisive period. Global supply chains are shifting, sustainability expectations are rising, and our customers' needs are evolving. Yet what gives me confidence is not just our infrastructure or our history, it is the expertise, commitment, and resilience of our people. This strategy builds on that strength. Our four strategic pillars: Infrastructure, People, Commerce, and Planet are supported by key enablers such as technology, governance, and culture. Together, they provide a practical framework for action, from unlocking capacity in the lower harbour to strengthening hinterland connectivity, driving commercial growth, and leading on decarbonisation.

Delivering this plan will require collaboration at every level. Externally, we will continue to work closely with government, local authorities, and industry partners to progress critical infrastructure and secure the consents and funding required. Internally, we will invest in our people, support innovation, and strengthen a culture where every individual feels equipped and empowered to contribute to our shared goals.

Our commitment is clear. We will deliver this strategy with purpose and accountability. Every decision we make will be guided by our mission to connect our Port and our customers to the world, safely and sustainably, and by our vision to shape a world-class port of the future. Ambition alone will not get us there - it is the day-to-day actions of our teams, their professionalism, and their ownership of this plan that will turn strategy into reality.

I want to thank our Board, our shareholders, and our stakeholders for their continued support. Most importantly, I want to acknowledge the people of the Port of Cork. Your skill, dedication, and pride in your work are the foundation on which this strategy stands. Together, we will deliver lasting value for our country, our communities, our customers, and for each other.

Ann Doherty
Chief Executive
Port of Cork Company



Ann Doherty
Chief Executive



Our Strategy 2026-2030

Our Strategy 2026-2030



Purpose

Connect our Port and our customers to the world, safely and sustainably.





Vision

To deliver a world-class port of the future, creating lasting value for our country, communities, customers, and people.

Values

- Pride**
We take pride in what we do
- Integrity**
We do the right thing
- Openness**
We're open and approachable
- Teamwork**
We work together
- Excellence**
We aim high

Strategic Pillars

 <p>Infrastructure Capacity and connectivity</p>	 <p>People Safety, culture, and partnerships</p>	 <p>Business Growth, efficiency, and modernisation</p>	 <p>Planet Sustainability, community, and the future of energy</p>
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Enablers

- Culture
- Technology
- Communication
- Governance
- Hinterland Connectivity
- Policy and Consents

Our Purpose and Vision

Our Purpose

To connect our Port and our customers to the world, safely and sustainably.

Our Vision

To deliver a world-class port of the future, creating lasting value for our country, communities, customers, and people.

We **connect** our Port and our customers to global markets by providing modern infrastructure and efficient, resilient operations that adapt to changing trade demands. We focus on delivering value through strong **commercial competitiveness** and **long-term financial health**, while supporting **our people** and reducing the **environmental impact** of our activities. Above all, we ensure that everything we do is carried out **safely** and **sustainably**, protecting our Port, our customers, and our communities for generations to come.

- **World-class:** Be recognised as a modern, efficient, and resilient port that meets global standards and supports safe operations and seamless connectivity.
- **Port of the future:** Be progressive, embracing technology, sustainability, and new opportunities to strengthen the role of the port in Ireland's economy and the global maritime network as both a trade and energy hub

- **Our country:** Strengthen Ireland's position in global trade by acting as a reliable, future-ready gateway that supports economic growth and aligns with national climate and transport objectives.
- **Our communities:** Create positive social and environmental impact in Cork Harbour and surrounding areas through engagement and sustainability.
- **Our customers:** Deliver innovative, efficient, and secure infrastructure and services that anticipate evolving customer needs, enabling them to compete and grow in a rapidly changing global market.
- **Our people:** Provide a safe, inclusive, and future-focused workplace that empowers employees to develop, drive innovation, and contribute to shaping the success of the Port.

Our Values

Our values guide and define our behaviours and choices. We have updated our stated values to reflect the continued growth and evolution of our business and to include the perspectives and priorities of our people.



Pride

We take pride in what we do, we own our work, care about doing it well, and celebrate our heritage.



Integrity

We do the right thing, we're honest and fair, even when no-one is watching.



Openness

We're open and approachable, we listen, share ideas, and welcome different points of view.



Teamwork

We work together, we trust and respect each other, help one another, and succeed as a team.



Excellence

We aim high, we stay dedicated, keep improving, and always look for better ways to get great results.



Our Strategic Pillars

The strategic pillars represent the core focus areas for us to deliver our mission and vision.



INFRASTRUCTURE

Capacity and connectivity

Strategically develop the port's land, infrastructure, superstructure, and connectivity to support growth and unlock Cork Harbour's potential.

Strategic Goals to Support This Pillar

Protect and develop the port's land, infrastructure, superstructure, and connectivity to support growth and unlock Cork Harbour's potential.

- Deliver infrastructure in line with our Masterplan
- Secure appropriate funding and financing to deliver on capital plans
- Optimise land use and acquire land to support port operations
- Deliver renewal and maintenance plans for the port's assets
- Unlock the value of the Cork harbour and enhance hinterland connectivity using the Port's influence



BUSINESS

Growth, efficiency, and modernisation

Drive sustainable growth by maximising value, attracting customers, achieving operational excellence, and embracing new opportunities and innovation.

Strategic Goals to Support This Pillar

Drive sustainable growth by maximising value, achieving operational excellence, attracting customers, and embracing new opportunities and innovation.

- Maximise value and efficiency of the port's services and offerings
- Retain existing and attract new customers
- Deliver new commercial opportunities
- Explore opportunities to unlock commercial value from the port's existing assets
- Modernise and optimise the port by driving innovation



PEOPLE

Safety, culture, and partnerships

Create a safe, engaging, diverse, and inclusive workplace that develops talent, celebrates our heritage and reinforces the port's role in the broader Irish ecosystem.

Strategic Goals to Support This Pillar

Create a safe, engaging, diverse, and inclusive workplace that develops talent, celebrates our heritage and reinforces the port's role in the broader Irish ecosystem.

- Ensure a safe operation and secure environment within the port
- Engage and develop our people
- Develop our leadership culture
- Foster the port culture, identify, diversity, and heritage
- Explore and reinforce strategic partnerships



PLANET

Sustainability, community, and the future of energy

Lead environmental stewardship by driving our sustainability agenda across all our activities, protecting the environment, and supporting Ireland's transition to a low-carbon future.

Strategic Goals to Support This Pillar

Lead environmental stewardship by driving our sustainability agenda across all our activities, protecting the environment, and supporting Ireland's transition to a low-carbon future.

- Progress decarbonisation efforts towards the net-zero 2050 target
- Support the decarbonisation of shipping and the wider logistics chain
- Protect our harbour and the surrounding environment
- Maintain positive engagement with local communities
- Enable collaboration for Ireland's energy transition

Our Enablers

The enablers are the internal and external drivers that will support delivery of our strategy. They outline the key levers that will contribute to the success of our strategic ambitions.



Culture

Foster a strong, adaptable culture through leadership, living our values, and creating a sense of belonging and shared ownership.



Technology

Leverage digital tools, automation, and data to modernise the port, enhance decision making, improve customer experiences, improve efficiency, and strengthen cybersecurity.



Communication

Foster clear, timely, and transparent communication across stakeholders to build trust, enable collaboration, and ensure alignment.



Governance and shareholders

Maintain strong governance structures and agile decision making with shareholders to create trust and accountability.



Hinterland connectivity

Partner to strengthen road, rail, and other inland transport links to improve the connecting gateways to port efficiency, and strengthen cybersecurity.



Policy and consents

Work closely with stakeholders and consenting agencies to navigate regulatory frameworks and progress development.



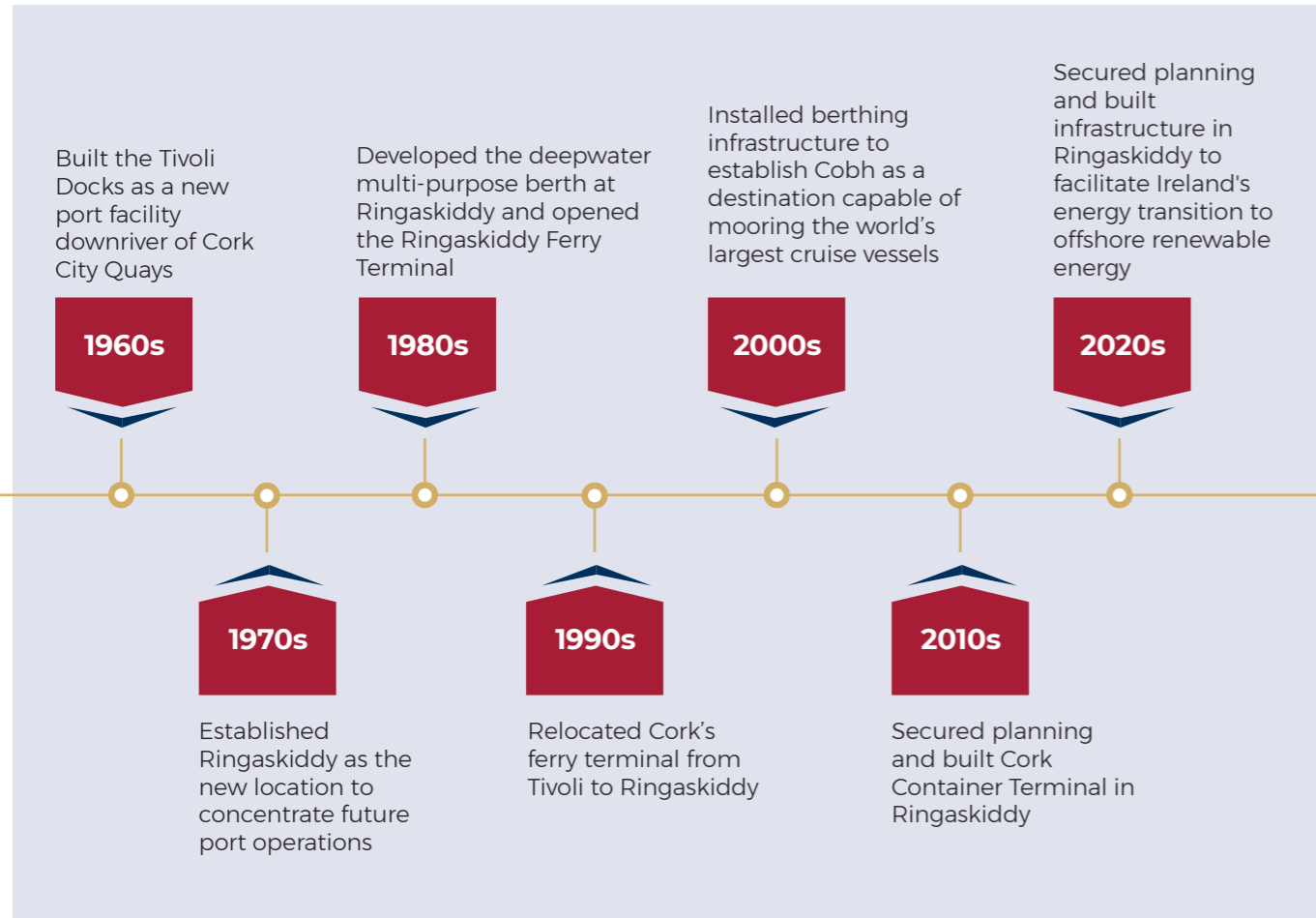


Our Business

2

Our Heritage

Our proud and rich story spans over 200 years, beginning with the establishment of the Cork Harbour Commissioners in 1814. Since then, the port has evolved through a number of major milestones in each decade.



Cork started as a trading hub with the port forming the conduit between the local and global markets. The prosperity arising from that trade has acted as a catalyst for urban development over the years. Ireland is a highly open economy dependent upon international trade, with over 99% (by weight) of all goods shipped in and out of the country being facilitated by the ports. Ports form essential infrastructure in supporting Ireland's economy.

However, ports do more than influence the economic prosperity of our cities and hinterlands, they have become part of the heritage. Ports are

often closely connected to cities and frequently occupy prime waterfront locations. The historic link directly influences the character and habits of the people that live there.

By 2040 there will be an extra one million people living in Ireland and our cities have a crucial role in managing this growth. This also means that there will be more businesses and more individuals, all of whom will demand more goods to meet their needs. Our heritage reflects a tradition of innovation and adaptability. As we look forward to our next strategic period, we keep our heritage close to mind.

Our Port

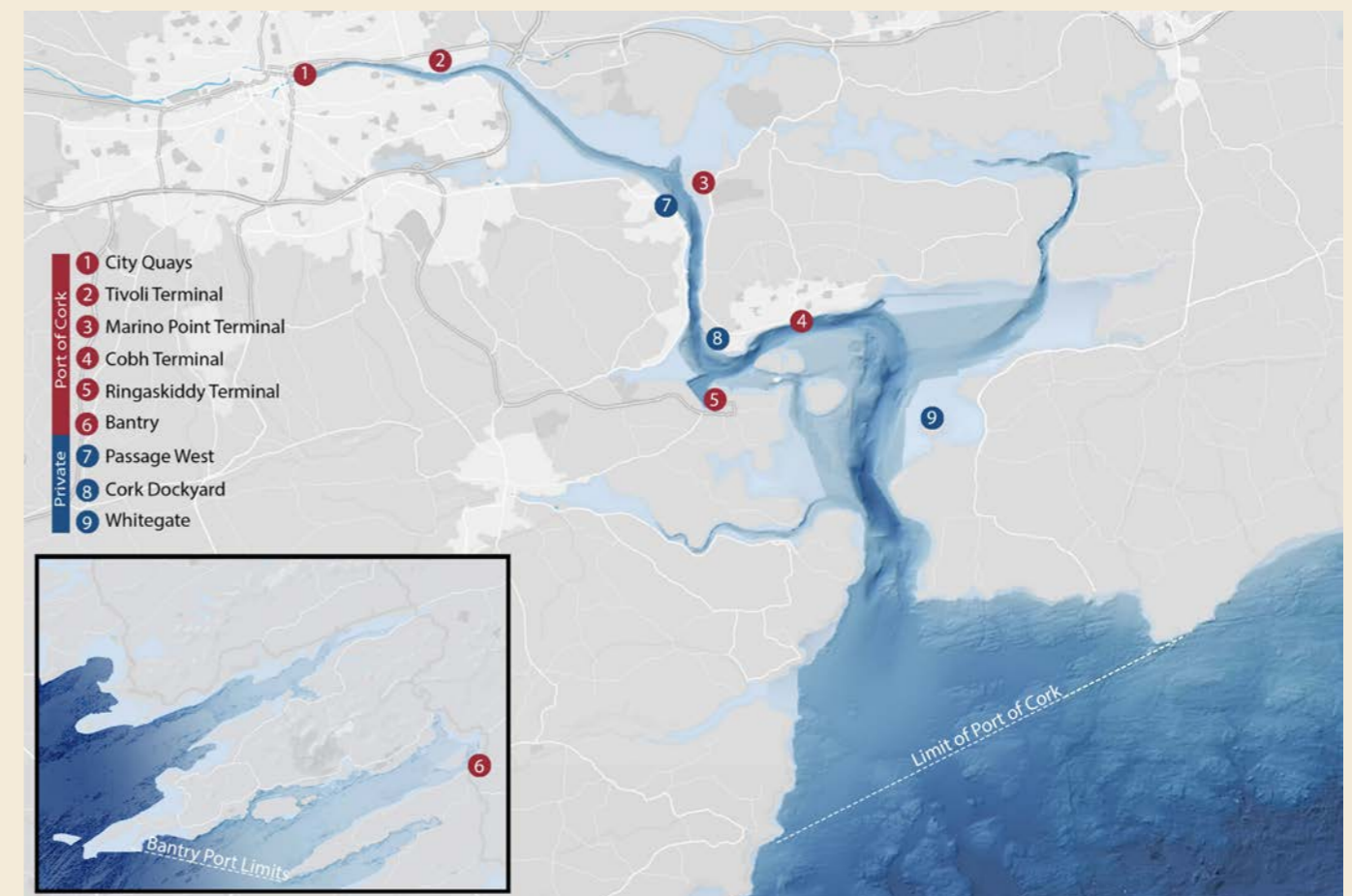
The Port of Cork is a Tier 1 Port of National Significance under Ireland's National Ports Policy and a Core Port on the EU Trans-European Transport Network (TEN-T), connecting two major EU transport corridors.

As one of Ireland's commercial semi-state entities, the Port of Cork plays a critical role in enabling trade and energy security, supporting economic growth, and connecting Ireland to global markets.

The Port of Cork handles approximately 17%¹ of Ireland's overall tonnage and facilitates national trade competitively, supporting Ireland's position as an Island economy at the Western periphery of Europe. It serves as a key economic driver for the Munster region, creating jobs and supporting

local businesses. The Port of Cork also plays a civic role in Cork's heritage and community life, with sustainability and social responsibility embedded in its operation.

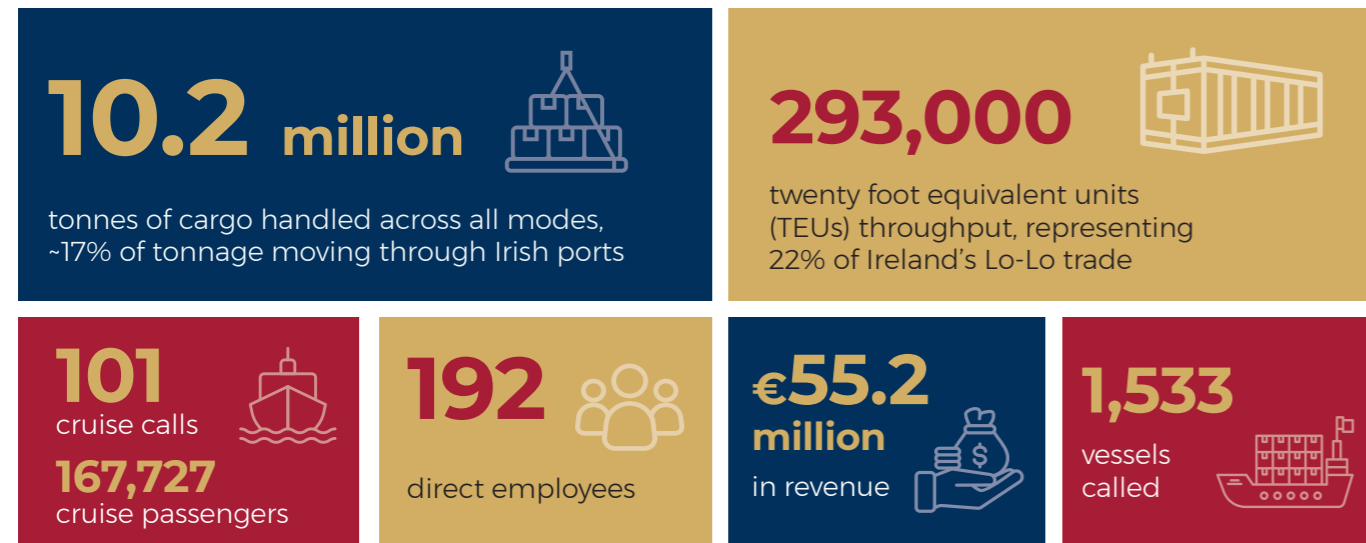
Located in one of the world's largest natural harbours, the Port of Cork offers deep-water facilities and modern infrastructure that make it a strategic gateway for international shipping. It is one of only three ports on the island of Ireland capable of handling all six modes of port traffic.



¹ Revenue CAGR based on revenue forecast across the period of the plan.

Our Business

(2025 approximate figures)



Our Sites

Ringaskiddy CCT – 33 acres 360m total berth length DWB – 32 acres 477m total berth length Home to state-of-the-art Cork Container Terminal (CCT), Ro-Ro facilities, deep water berths, and recently added facilities to support offshore renewable energy (ORE), the first of its kind in Ireland.	Cobh Cruise Terminal 0.8 acres 350m berth length Irelands only dedicated cruise berth, situated in the picturesque town of Cobh.
Tivoli 125 acres 310m berth length Historically the primary Lo-Lo terminal and bulk cargo. Currently still functioning to support port capacity and growth.	City Quays 439m berth length Historically served as the focal point of operations for dry bulk and general cargo. While its role is reducing as operations move to the Lower Harbour, they remain active for certain cargo until they can be relocated.
Marino Point 92 acres 237m berth length A strategic site intended to complement Ringaskiddy and facilitate relocation from the upper harbour to the lower harbour.	Bantry Bay Bantry town facilities under the control of BBPC comprises of a Marina and small multi-purpose piers and pontoons. Whiddy Island facilities are privately owned, cargo operations are managed via an single point mooring (SPM).

Privately Owned Quays

Whitegate Owned by Irving Oil, this facility handles liquid bulk cargo for Ireland's only oil refinery.	Cork Dockyard A privately operated facility providing ship repair and maintenance services.	Passage West Historically a commercial quay, Passage West is privately operated facility providing access to cargo ships.
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Our Governance

The Port of Cork operates as a commercial semi-state entity, which means it is owned by the State but functions on a commercial basis without direct exchequer funding. This structure requires the Port to balance public policy objectives with financial sustainability and competitiveness.

The Department of Transport acts as the governing public agency and shareholder on behalf of the State, providing strategic oversight and ensuring alignment with national transport and climate policies.

The Board of Directors is responsible for governance and strategic direction. It approves long-term plans and major investments, monitors performance, and ensures compliance with statutory obligations and corporate governance codes. The Board plays a critical role in safeguarding accountability and transparency while guiding the Port's future development.

The Executive Management team, led by the Chief Executive, oversees day-to-day operations and is accountable for delivering the strategy. This includes managing port infrastructure and services, driving commercial growth, improving operational efficiency, and implementing sustainability initiatives. The Executive also ensures strong engagement with stakeholders and alignment with the Port's values and objectives.

Operating as a semi-state entity has important implications. The Port must generate sufficient revenue to fund its operations and capital projects, as it does not receive direct state funding for development. This makes robust financial planning and access to private capital essential. At the same time, the Port is subject to public sector governance standards, which demand transparency, accountability, and adherence to national policy priorities.





3 Our Business Environment

External Drivers and Trends

We operate within a dynamic and evolving environment shaped by macroeconomic conditions, market forces, regulatory expectations, and industry trends. Understanding these drivers is critical to defining our strategic priorities for 2026-2030.

Macroeconomic Drivers

Ireland continues to experience strong domestic growth, underpinned by robust GDP performance and population expansion. This growth supports long-term demand for trade and logistics services.

However, geopolitical uncertainty, driven by rising global protectionism and ongoing conflicts, continues to influence trade flows, with full impacts yet to materialise.

Post-Brexit, Irish trade patterns have shifted toward the EU and other international partners, reinforcing the importance of connectivity and competitiveness for Port of Cork.

Continued economic growth and population expansion will increase demand for trade and logistics, requiring the Port to expand capacity and maintain strong trade connectivity.

Market Drivers

While total Irish port volumes remain broadly flat, Lift-on/Lift-off (LoLo) container traffic is showing steady growth. Smaller ports are capturing market share through regional markets, intensifying competition.

Fluctuating investment in transport infrastructure has created pressure to attract private capital, although initiatives such as the Irish Commercial National Framework (ICNF) are expected to provide support.

Rising LoLo traffic requires investment in deepwater berths and modern handling infrastructure to remain competitive. The Port must secure funding sources to deliver these upgrades.

Environmental and Regulatory Drivers

The urgency of climate change is accelerating, with rising sea levels and extreme weather events heightening operational risks for ports.

ESG expectations are increasing in response to Irish and EU greenhouse gas reduction targets and commitments to carbon neutrality.

Offshore Renewable Energy (ORE) presents a significant opportunity as Ireland seeks to close its growing energy supply gap, positioning ports as critical enablers of the energy transition.

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Industry Trends

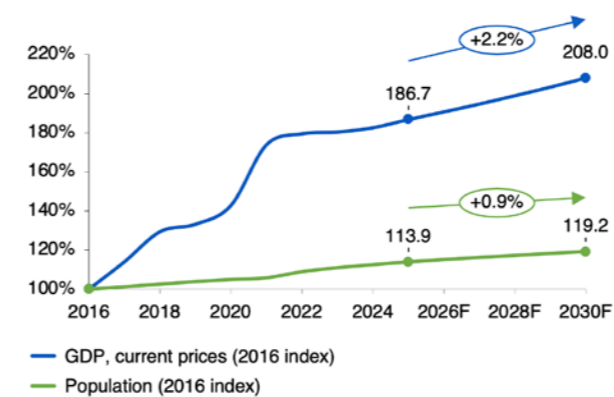
Rising labour costs and surging utility prices are increasing the baseline cost of operations, reinforcing the need for productivity gains and financial discipline.

At the same time, expanding vessel dimensions and evolving operational requirements are driving the need for deepwater berths and modern infrastructure, including onshore power supply.

Digitalisation is now a strategic imperative for ports, offering opportunities to enhance efficiency, resilience, and compliance with EU and national agendas.

Securing appropriate funding is critical to deliver infrastructure upgrades and maintain competitiveness. Rising costs and the need for digitalisation require strong financial planning and operational efficiency.

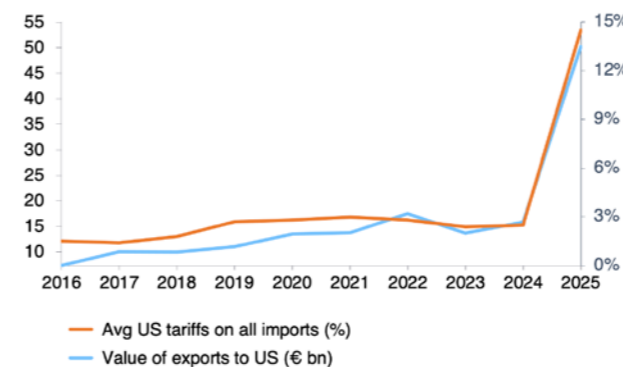
Macroeconomic Drivers



Ireland's GDP and population are growing

GDP and population outlook in the Republic of Ireland

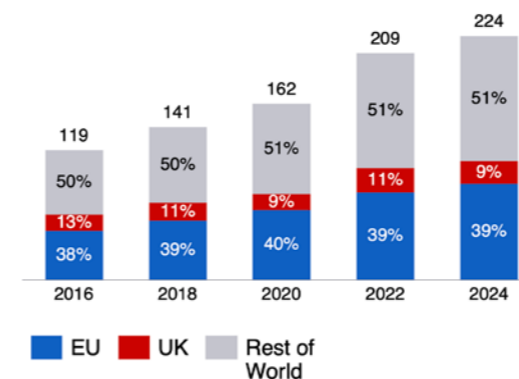
Domestic production in Ireland is fuelling increased cargo throughput, with pharmaceutical trade surging. Population growth and rising consumer demand are expected to further boost trade through the port. The positive outlook includes nationally low inflation and an improved debt-to-GDP ratio, while County Cork remains second only to Dublin in per capita income.



Geopolitical uncertainty is affecting trade

US tariffs on the ROI and ROI export value to the US

The shift toward more protectionist US trade policies could reduce global shipping activity in the long term and place pressure on port operations. In the short term, Irish export value to the US surged 400% in March '25 as manufacturers rushed to ship products during the grace period before US tariffs took effect. Global conflicts are also impacting trade as container ships are diverted to avoid areas of higher risk, resulting in increased fuel and operational costs. Amid mixed views on the global outlook, potential slowdowns or renewed inflation could dampen trade and passenger travel.



Ireland is benefitting post-Brexit

Value of Irish merchandise export trade by region

Growth in direct cargo and service connections to the EU is enhancing the Republic of Ireland's access to European markets, while reducing reliance on the UK.

However, increased trade complexity with the UK and a decline in British tourism since Brexit may weaken potential gains. Rising Irish imports from the EU and other countries reflect a shift in sourcing patterns, driven by stronger post-Brexit regulatory alignment and logistics ties. Irish imports from the UK, after maintaining a steady share in the previous decade, declined after the introduction of customs barriers in 2021.

Source: CSO, World Bank Group, International Monetary Fund, Visual Capitalist (based on US International Trade Commission), Irish Times, Suez Canal Authority, EY-Parthenon data & analysis

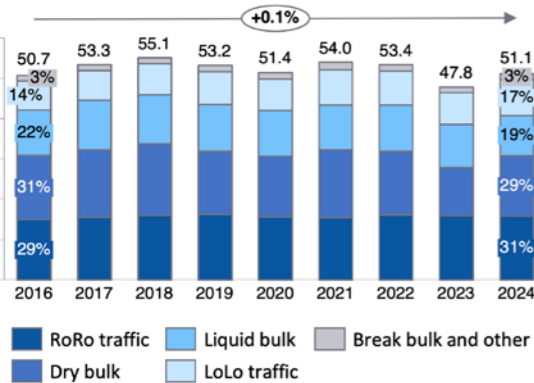
Market Drivers



Regional dynamics reinforce the key role of ports

Transport gateways on the Island of Ireland

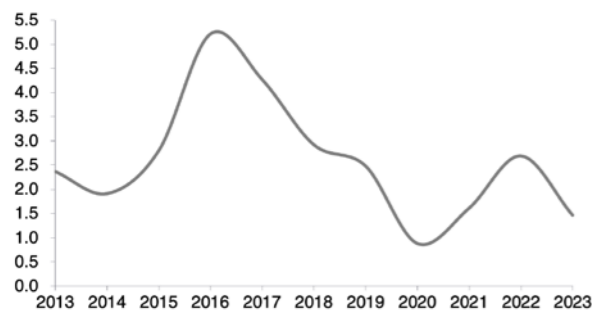
Many industries are geographically and logistically tied to their nearest port due to infrastructure and transport cost efficiencies. Limited inland transport connectivity and multimodal options further reduce the viability of switching ports. Additionally, the increasing population spread beyond Dublin elevates demand for logistics services, encourages infrastructure development, and enhances the position of regional ports. Only a limited number of ports can accommodate large vessels and diverse cargo types, leading to regional concentration.



Overall tonnage has remained flat

Cargo tonnage handled by Irish ports by traffic category, 2016-2024 - tonnes mn, %

Cargo tonnage remained flat over the decade, falling behind population growth and suggesting that various factors have constrained or reshaped the structure of port traffic. Despite market uncertainty, LoLo cargo is registering evident growth. LoLo growth in 2024 was driven by easing inflation, strong domestic demand, and a shift from RoRo to LoLo. Growing LoLo traffic is increasing pressure on Irish port capacity, customs handling, and environmental compliance.

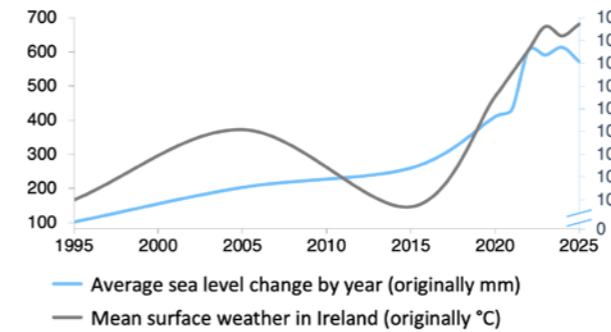


Investment in transportation is fluctuating

Gross Domestic Fixed Capital Formation in Irish Transportation & Storage sector, 2013-2023 (€ bn)

Public investment in transportation infrastructure has historically fluctuated over time, with GDFC in Transportation accounting for a decreasing share of total GDFC. Irish ports handle over 90% of Ireland's trade and 4.5 million passengers annually, making their infrastructure vital for commerce and travel. The Infrastructure, Climate and Nature Fund (ICNF) is a sovereign reserve created in Budget 2024 to stabilise public capital investment. The National Development Plan (NDP) is currently under revision in order to add an additional €200 billion for public expenditure over the next 10 years, with focus on infrastructure.

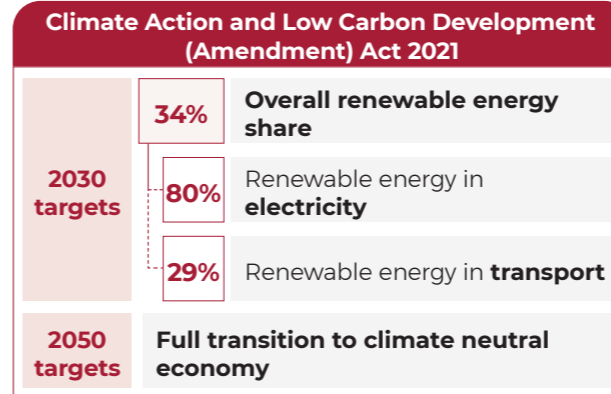
Environmental & Regulatory Drivers



The urgency of climate change is increasing

Sea level and surface temperature in Ireland, 1995-2025 - indexed at 100 (1995)

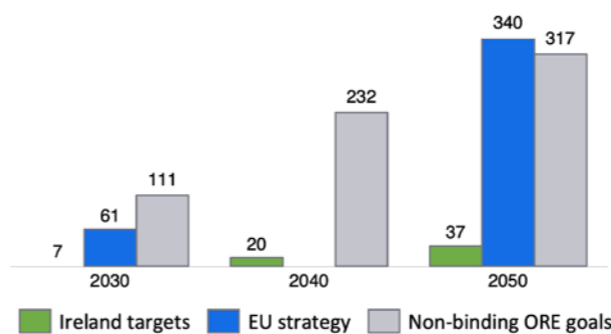
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Ireland and the EU have ambitious GHG targets

Renewable energy targets in Ireland, 2030 and 2050

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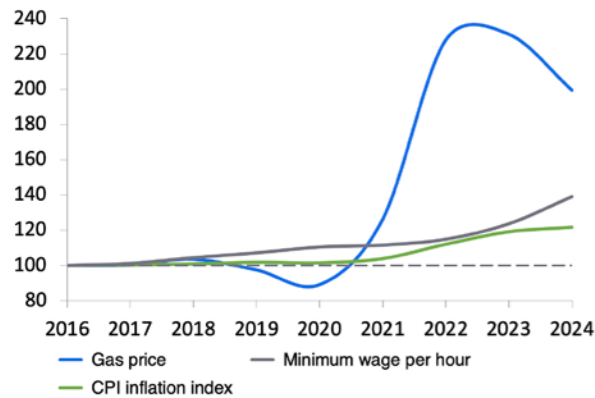


Ireland has set objectives for ORE capacity

EU and Irish offshore energy installed capacity objectives, 2030F-2050F - GW

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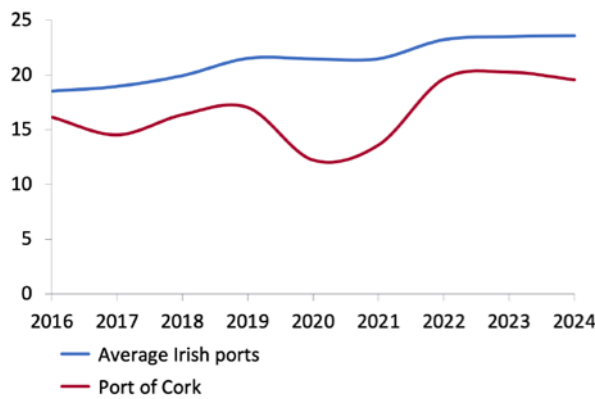
Industry Trends



Rising costs base place pressure on profitability

CPI, gas price, and minimum hourly wage in Ireland indexed to 2016

Rising energy costs, driven by geopolitical conflicts and energy supply disruptions, is significantly contributing to shipping and operating costs. Over 70% of Ireland's electricity is generated using natural gas, much of which is imported via the UK, leaving the country exposed to supply disruptions and price volatility. Alongside rising labour costs across sectors, salaries in the Irish port sector have increased significantly.



Average vessel size is increasing year on year

Average GT (internal capacity) by vessels handled by all Irish ports and by PoCC, 2016-2024 - tons K

Increasing container ship capacity has been driven by the pursuit of operational efficiency and cost reduction in an intensely competitive shipping market. The growing size of vessels over time is a key factor driving the need for infrastructure upgrades, placing increasing pressure on port capacity. Ship requirements are growing along with their size. Under the FuelEU Maritime & AFIR, from 2030, container ships over 5,000 GT arriving at EU/TEN-T ports must connect to onshore power (OPS) or equivalent zero-emission systems while berthed.

Ports are investing in digitalisation

Selected tech and digitalisation investments and initiatives

Ports are increasingly investing in technological innovation to improve operations and maintain competitiveness. Digitalisation supports various operational improvements, including streamlining cargo handling and logistics, reducing delays, and boosting turnaround times. Technology innovation is prioritised by EU and national governments, which helps ports secure funding and support for development projects. Ireland is set to receive €112 mn in EU funding for transport infrastructure projects that enhance connectivity, safety, sustainability, and digitalisation, while advancing the trans-European transport (TEN-T) network.



New AI-Powered Port System (Innovex One's marineM)



Trial of autonomous tech tractors for container operations



Set the goal of fully autonomous vessel handling





4 Our Challenges

Recent Challenges Facing the Port of Cork

The Port of Cork operates in a complex and rapidly changing environment. We are facing a range of operational and strategic complexities that require careful planning and prioritisation. These include pressures on infrastructure, evolving customer requirements, regulatory obligations, and the need to maintain financial resilience. To remain competitive and deliver on our long-term objectives, our strategy must be flexible and capable of adapting to changing circumstances.

Planning and Transport Constraints

Future expansion of Port operations and the development of the Lower Harbour depend on new infrastructure and hinterland connections. These require engagement with the State's planning processes and integration into national transport plans. The planning system is complex and can significantly extend project timelines. Statutory consents, environmental authorisations, and objections add uncertainty to implementation timelines. Planning permission for Marino Point was denied due to limited road accessibility, delaying the Port's relocation plans and extending the need to maintain operations at City Quays and Tivoli.

The Port will continue to work closely with government agencies and local authorities to secure approvals for new port infrastructure and accelerate critical transport projects that are essential to unlocking capacity in the lower harbour and supporting long-term growth.

Infrastructure Capacity, Land Availability, and Vessel Trends

Global shipping trends toward larger vessels and increased cargo volumes require ports to provide deepwater berths, modern handling equipment, and onshore power supply. The growth of the port's activities has been met with land availability constraints. Meeting these requirements involves significant investment and coordination with regulators and industry partners. Failure to adapt could limit the Port's ability to attract new services and remain competitive.

The Port will prioritise land reallocation and acquisition, infrastructure upgrades, and maintain alignment with national and EU transport and sustainability agendas to ensure readiness for future vessel needs.

Funding and Investment

Delivering large-scale infrastructure projects requires significant capital investment. As a commercial semi-state entity, the Port does not receive direct public funding and must rely on its own resources and external financing. Lenders and investors seek strong returns and clear risk management. Rising costs for energy, labour, and compliance further increase financial pressure and impact project viability.

The Port will develop a robust funding plan to source appropriate funding mechanisms, supported by strong governance and transparent investment planning, and maximise value from the port's offerings and non-core assets.

Organisational Resilience

The Port has embraced significant organisational changes in recent years, including leadership transitions and the successful relocation of port activities to the lower harbour. These developments, along with external challenges, have created opportunities to strengthen our culture and deepen engagement across our teams. By taking these opportunities to work closer we will be better positioned to adapt and thrive in our ever changing environment.

The Port will strengthen internal alignment, foster collaboration, and build a culture that supports innovation and resilience to deliver on its strategic ambitions.





5

Our
Stakeholder
Priorities

Our Stakeholder Ecosystem

The Port of Cork operates within a diverse stakeholder ecosystem that underpins our ability to deliver sustainable growth and regional impact. Each stakeholder group plays a critical role in shaping our priorities and influencing the success of our 2026–2030 strategy.



Shareholders

Our shareholder, the **Department of Transport**, provides strategic oversight and expects strong governance, compliance, and alignment with national policy objectives. Their support is essential for securing funding and ensuring our plans contribute to Ireland's long-term transport and climate goals.

Board of Directors

The **Board** ensures accountability, governance, and strategic direction. Their role is pivotal in guiding investment decisions, risk management, and aligning our actions with shareholder expectations.

PoCC's People and Unions

Our **people** are the foundation of our success. Their expertise, commitment, and adaptability enable us to deliver operational excellence. Investing in workforce development and fostering a positive culture are central to achieving our strategic ambitions.

Funders and Investors

Financial institutions and **government-backed investment bodies** provide the capital required for major infrastructure projects. Their confidence depends on our ability to demonstrate financial resilience, transparency, and long-term value creation.

Shipping Agents & Transport Companies

Shipping lines, freight forwarders, and **logistics providers** rely on us for efficient, reliable, and cost-effective services. Their operational requirements—such as faster turnaround times and capacity for larger vessels—drive our investment in infrastructure and service excellence.

Local Communities

The Port's activities affect **local residents, schools,** and **businesses.** Communities expect us to act responsibly, minimise environmental impacts, and contribute positively through job creation, education partnerships, and social initiatives. Maintaining trust and engagement with our communities is essential for our license to operate.

Land Tenants

Our **tenants**, businesses operating on Port-owned land, are integral to our commercial ecosystem. Our land strategy and redevelopment plans directly impact their operations, making engagement and clarity on future development critical.

Local Authorities

Cork City Council and **Cork County Council** are key partners in regional development. Their collaboration on land-use planning, infrastructure projects, and sustainability initiatives ensures that our growth aligns with the wider economic and social objectives for Cork and Munster.

We Consulted Our Stakeholders To Strengthen Our Strategic Aims

Our strategy for 2026–2030 is shaped by extensive engagement with internal and external stakeholders, including our people, public agencies, customers, service providers, education bodies, and local authorities. These consultations highlighted ten key themes that reflect stakeholder priorities and expectations. Each theme influences how we will position the Port of Cork for sustainable growth, operational excellence, and regional impact. Below, we outline these themes and what they mean for our strategic direction.

Our Stakeholder's Strategic Themes

- A** The critical role of the Port
- B** Alignment with national objectives and regulatory compliance
- C** Stakeholder communication and engagement
- D** Land, infrastructure and asset strategy
- E** The Port's role in enabling ORE
- F** Commercial and financial sustainability
- G** Customer focus and service excellence
- H** Operational excellence
- I** People, culture, and capability development
- J** Innovation and sustainability

Our Stakeholders Have Helped Shape Our Strategy

	What We Heard	What This Means for our Strategy
A	<p>The critical role of the port</p> <p>Stakeholders view the Port as a key enabler of trade, tourism, and regional development, with expectations for community engagement and collaboration with all stakeholders.</p>	We will continue to position ourselves as a key driver of economic and social progress, strengthening partnerships that support trade, tourism, and knowledge-sharing.
B	<p>Alignment with national objectives and regulatory compliance</p> <p>Stakeholders expect the Port to align with national frameworks (NPF, NDP, Climate Action Plan, MASP) and maintain strong compliance with environmental and safety regulations.</p>	We will align our plans to reflect national and regional priorities and embed compliance and sustainability into all decisions to maintain trust and secure investment.
C	<p>Stakeholder communication and engagement</p> <p>There is a need for greater transparency in sharing strategic and operational plans and for collaborative planning with public agencies, customers, and partners.</p>	We will improve how we communicate and engage, creating structured channels for collaboration that build trust and enable joint planning.
D	<p>Land, infrastructure, and asset strategy</p> <p>Stakeholders emphasise progressing the move to the lower harbour, defining a clear land and asset strategy, and future-proofing infrastructure.</p>	We will share our progress and updated timelines for our transition to the lower harbour, and set out a coherent approach to land use and asset renewal, ensuring capacity for growth and resilience in line with our long-term goals.
E	<p>Enabling offshore renewable energy (ORE)</p> <p>Stakeholders see the Port as a critical enabler of Ireland's energy transition and expect readiness to support ORE projects and customers.</p>	We will continue to position the Port as a hub for renewable energy logistics and infrastructure, supporting Ireland's decarbonisation goals and transition to future energies.
F	<p>Commercial and financial sustainability</p> <p>Profitability, cost optimisation, and a robust investment strategy are seen as critical for the Port's long-term success.</p>	We are focused on financial resilience by diversifying revenue streams, optimising costs, and implementing an investment strategy to sustain growth.
G	<p>Customer focus and service excellence</p> <p>Customers expect reliable services, strong security, and operational flexibility to accommodate larger vessels and evolving needs.</p>	We place customers at the heart of our operations, improving service reliability and aligning infrastructure with future market requirements.
H	<p>Operational excellence</p> <p>Stakeholders highlight the importance of operational safety, resilience, security, and efficiency to maintain reliability and protect the Port as a national asset.</p>	We will continue to embed operational excellence into our culture, prioritising resilience, safety, and security to safeguard continuity and reputation.
I	<p>People, Culture, and Capability Development</p> <p>Developing and empowering staff, breaking down silos, and fostering accountability and trust are key priorities.</p>	We will continue to invest in our people, strengthen collaboration, and build a culture of accountability and trust to create the capability needed for future success.
J	<p>Innovation and Sustainability</p> <p>There is a need for greater transparency in sharing strategic and operational plans and for collaborative planning with public agencies, customers, and partners.</p>	We will drive digitalisation and innovation to improve efficiency and competitiveness while advancing sustainability initiatives to reduce our carbon footprint.



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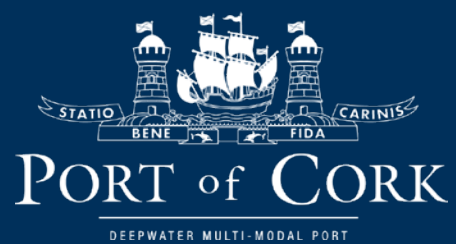
**Our Alignment to
the Sustainable
Development Goals**

Our Strategy Reflects the Sustainable Development Goals

The Port of Cork's 2026-2030 strategy is aligned with the United Nations Sustainable Development Goals (SDGs). As a key trade gateway, the Port supports Ireland's sustainability commitments under the UN 2030 Agenda. Our strategic pillars (Infrastructure, People, Commercials, and Planet) guide actions that promote economic growth, environmental responsibility, and community engagement. The table below shows how each of the 17 SDGs connects to our strategy and the measures we are taking to support them. This alignment reflects our integrated approach to sustainability across our business.

	Relevance to Port of Cork	Strategic Pillars & Actions
SDG 1: No Poverty	Ports drive regional prosperity through trade and jobs.	People: Local employment and skills development. Commerce: Sustainable growth supporting indirect jobs.
SDG 2: Zero Hunger	Ports enable food supply chain resilience.	Infrastructure: Facilities for agri-food cargo. Planet: Protect harbour ecosystems for fisheries.
SDG 3: Good Health and Well-being	Safety and community health are essential for port sustainability.	People: Safety culture and secure environments; Community engagement initiatives.
SDG 4: Quality Education	Ports need skilled talent and support maritime education.	People: Partnerships with universities and apprenticeships; Promote STEM careers.
SDG 5: Gender Equality	Diversity strengthens workforce resilience.	People: Inclusive hiring and leadership development; Embed equality in governance.
SDG 6: Clean Water and Sanitation	Ports impact water quality and marine ecosystems.	Planet: Environmental controls to prevent pollution; Collaborate on water quality initiatives.
SDG 7: Affordable and Clean Energy	Ports enable renewable energy logistics.	Planet: Infrastructure for offshore renewables; Support decarbonisation of the wider logistics chain.
SDG 8: Decent Work and Economic Growth	Ports drive trade and regional development.	Commerce: Modernise operations through digitisation. People: Safe, rewarding jobs.
SDG 9: Industry, Innovation and Infrastructure	Ports are critical infrastructure nodes.	Infrastructure: Deliver Masterplan project. Commerce: Drive innovation, automation and digital tools.
SDG 10: Reduced Inequalities	Ports promote inclusive growth and regional balance.	People: Equal opportunities and community engagement; Support SMEs through procurement.
SDG 11: Sustainable Cities and Communities	Ports shape urban development and mobility.	Infrastructure: River-to-sea relocation. Planet: Community engagement and heritage conservation.
SDG 12: Responsible Consumption and Production	Ports influence supply chain sustainability.	Planet: Waste reduction and recycling; Commercials: Promote green logistics.
SDG 13: Climate Action	Ports must lead decarbonisation and climate resilience.	Planet: Net-zero by 2050; Support shipping decarbonisation and climate resilience planning.
SDG 14: Life Below Water	Ports operate in sensitive marine environments.	Planet: Protect biodiversity and prevent marine pollution; Engage in habitat restoration.
SDG 15: Life on Land	Land use impacts ecosystems.	Infrastructure: Optimise land use. Planet: Align with biodiversity strategies.
SDG 16: Peace, Justice and Strong Institutions	Governance and transparency underpin trust.	Enablers: Strong governance, compliance, and ethical practices.
SDG 17: Partnerships for the Goals	Collaboration accelerates sustainability.	People & Planet: Partnerships with government, academia, and industry; Participate in EU TEN-T and national frameworks.





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