MARINUS LINK

FY2026

Annual Report

Annual Report for the financial year ended 30 June 2026

Australian Government

VICTORIA State Government

Tasmanian Government

We acknowledge the Traditional Owners of the country on which Marinus Link will be constructed in Tasmania, across Bass Strait and in Victoria. We recognise First Peoples' continuing connection to land, sea, waterways, sky and culture and pay our respects to all elders past and present.

Inverloch - South Gippsland, Victoria

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Message from the Chair



This year marked a defining transition for Marinus Link as the project moved from development and approvals into the manufacturing, construction and commissioning phase. The achievement of major regulatory, commercial and governance milestones reflects the sustained effort of many people over recent years, providing the foundations for delivery and turning long-term planning into tangible progress.

It was also a significant year for Australia's energy future. As the nation's focus on renewable energy and decarbonisation intensifies, the role of transmission infrastructure in connecting new generation assets, enhancing system resilience and supporting energy security has become increasingly important. Against this backdrop, the Australian Energy Market Operator's recognition of Marinus Link Stage 1 as 'anticipated' reinforces the project's strategic importance within the National Electricity Market (**NEM**).

This was the year in which our three shareholder governments – the Commonwealth, Victoria and Tasmania – came together to reconfirm their support and shared direction for the role Marinus Link will play in strengthening the NEM. It was also the year the Clean Energy Finance Corporation committed its largest investment yet – $3.8 billion – for the Marinus Link interconnector, supporting a step-change towards a renewables-led grid. These steps confirmed Marinus Link is critical national infrastructure that will underpin system resilience, efficiency, affordability and economic opportunity across the future NEM.

As stewards of this project, we recognise our significant responsibility. Our work is guided by a Statement of Expectations agreed with our shareholders, which sets a clear mandate: to deliver Stage 1 prudently and efficiently, act commercially, minimise risk to shareholders, and uphold the highest standards of governance, integrity, transparency and accountability. It also expects that we work constructively and respectfully with communities, landholders, Traditional Owners, industry, governments and regulators, while maintaining a strong focus on safety, inclusion and long-term public value.

We are working closely with each of our stakeholders to meet these expectations with integrity, transparency and genuine care. Projects of this scale are built over many years and by many people. The progress achieved this year reflects an unwavering dedication from all those working on behalf of and in support of Marinus Link. I take this opportunity to thank all our stakeholders for their part in our combined success.

The Board's focus now turns firmly to delivery, ensuring the organisation is equipped to meet the opportunities and challenges of delivering such a significant piece of infrastructure, on time and on budget. I remain confident that Marinus Link will play an enduring role in Australia's energy transition and deliver benefits for generations to come.



Sandra Gamble
Chair - Marinus Link



Message from the CEO

FY2026 was the year Marinus Link moved decisively from planning into delivery, with progress increasingly visible on the ground.



We reached Final Investment Decision and Financial Close for Stage 1, awarded the final major works package for Stage 1 and obtained all primary project approvals. The Australian Energy Regulator's final decision in February 2026 provided further certainty for delivery, approving 99.3 per cent of Marinus Link's forecast capital expenditure. We also finished FY2026 on budget, maintaining strong financial discipline as the project transitioned into delivery.

One of the most significant shifts this year has been seeing years of planning begin to translate into physical works.

Following the appointment of TasVic Greenlink in December 2025, preparatory works commenced at Waratah Bay in March and were completed ahead of schedule - including access roads, drainage infrastructure and a hardstand area to support future shore crossing works. Across the broader project footprint, geotechnical, environmental and cultural heritage surveys progressed along the Victorian land cable route and at both converter station sites. Preparations also continued for major works at Hazelwood and Heybridge, building momentum towards the full construction phase.

This growing activity has been underpinned by a strong focus on safety. By 30 June, more than 64,000 contractor work hours had been completed on the project without a recorded safety incident, and our total recordable injury frequency rate remained at zero. While these results are positive, we are continuing to grow our safety systems and processes as a priority.

As the project moved closer to construction, our focus on engagement only increased, particularly in the host regions. During FY2026, we recorded more than 650 hours of in-person community and stakeholder engagement and distributed more than 48,000 community newsletters. This is supported by the opening of our first Community Information Centre in Leongatha, creating a permanent local presence where community members can speak directly with our team.

Our engagement with Traditional Owners in Gippsland and the Tasmanian Aboriginal Community continued across cultural heritage, Sea Country, procurement, workforce opportunities and benefits sharing, while all cultural heritage management plans were approved during the year.

Our engagement with landholders has been equally important. The Victorian alignment extends for around 87 kilometres and involves approximately 95 individual landholders, with around 71 kilometres crossing privately owned land. During FY2026, we recorded 1,200 communications with landholders, issued all easement and lease option deeds and completed independent property valuations along the alignment. Behind these figures are many individual conversations, and maintaining respectful, one-on-one relationships will remain an important part of how we deliver the project.

The strength of these relationships is reflected in our independent stakeholder sentiment assessment, with 93 per cent of stakeholders reporting high levels of trust in Marinus Link. This is an encouraging result, yet one we don't take for granted. We recognise the trust placed in our teams and will strive to maintain the same care and commitment as the project progresses through construction.

Creating opportunities for local businesses and workers is one of those commitments.

More than 1,000 people attended our Meet the Contractors events across Gippsland and North West Tasmania, connecting directly with Marinus Link and our lead contractors to learn about upcoming procurement and employment opportunities. During the year, TasVic Greenlink also participated in 15 Industry Capability Network events and identified more than 120 local subcontractors and suppliers with capabilities relevant to future project works.

Local businesses are already contributing to delivery, including the completion of preparatory works at Waratah Bay. We also progressed consultation on our Community Benefits Sharing Framework through public exhibition and engagement with communities and 11 local governments, helping shape how Marinus Link's $20 million legacy fund can deliver lasting benefits across North West Tasmania and Gippsland.

Within Marinus Link Pty Ltd, we have continued building the organisation needed to deliver a project of this scale. Our employee engagement survey achieved a 96 per cent participation rate and an engagement score of 83 per cent – eight percentage points higher than the previous year. We continue to invest in our people and leaders, embed our One Marinus culture and strengthen the governance, assurance, safety, environmental and risk management systems that will support the next phase of the project.

There is much more work ahead of us. Construction activity will increase substantially during FY2027, and our presence across North West Tasmania and Gippsland will continue to grow. We enter that next phase with major contracts in place, strong delivery partners, capable people, trusted relationships and tangible progress already underway on the ground.

I want to thank our employees, Board, shareholders, delivery partners, First Peoples, landholders, communities, local businesses, governments, regulators and stakeholders for their contribution throughout FY2026. The progress we have made this year reflects the commitment of many people across the project and the communities in which we work.

I am proud of what we have achieved together this year and look forward to seeing Marinus Link continue to take shape as we move further into delivery.



Stephanie McGregor
Chief Executive Officer - Marinus Link



Stephanie at the Climate and Energy Summit 2026



About us

Our project

Overview

Marinus Link is a new electricity and telecommunications interconnector between North West Tasmania and Victoria's Latrobe Valley, where it will connect into the NEM.

The project includes high-voltage and fibre-optic cables spanning 255 kilometres (**km**) across Bass Strait and approximately 90 km underground in Gippsland, along with a fibre-optic terminal station at Sandy Point and converter stations at Heybridge in Tasmania and Hazelwood in Victoria.

The Tasmanian converter station will be located on the corner of the Bass Highway and Minna Road in Heybridge, near Burnie. The Victorian converter station will be located on Tramway Road, neighbouring the current Hazelwood Terminal Station in the Latrobe Valley.

Marinus Link's 1500-megawatt capacity is equivalent to powering 1.5 million Australian homes and is approximately three times the capacity of Basslink, the existing Tasmania-to-Victoria interconnector. The fibre-optic capacity is 150 times greater than the current Bass Strait connections.

Strategic importance

Marinus Link is a two-way, flexible asset that strengthens grid reliability, improves energy security and makes better use of renewable energy across Australia's south-east.

As electricity demand grows, and Australia's energy system transforms, the project will:

- strengthen the resilience, reliability and affordability of the NEM;
- enable electricity to flow where it is needed most, when it is needed most, improving energy security across Tasmania and Victoria;
- connect Victoria's wind and solar generation with Tasmania's flexible hydropower and long-duration storage, making better use of complementary renewable energy resources;
- support investment in new renewable energy generation, storage and emerging industries by providing greater certainty of electricity supply;
- increase options and flexibility as Australia's energy system evolves, supporting a secure transition to a lower-emissions future; and
- improve the efficient use of energy resources across regions, reducing system costs for consumers.

Delivery progress

Marinus Link is being delivered in two 750-megawatt stages, known as Stage 1 and Stage 2.

Stage 1

FY2026 marked a defining year for Marinus Link, with the project achieving a series of major commercial, financial and regulatory milestones that enabled the transition from development into the manufacturing, construction and commissioning phase.

Shareholders made a Final Investment Decision to proceed with Stage 1, confirming the project's investment case and paving the way for Financial Close. Funding was secured, allowing notices to proceed to be issued for the cable and converter packages and providing certainty for delivery.

The project also secured key regulatory approvals during the year, including Commonwealth environmental approval under the *Environment Protection and Biodiversity Conservation Act 1999*, Victorian environmental approvals, completion of the Tasmanian Environment Protection Authority approvals process, and the Australian Energy Regulator's final decision on Stage 1 construction costs.

Delivery readiness was further strengthened by the awarding of the balance of works contract – the final major works package for Stage 1. Design activities continued across all major packages, preparatory works commenced in Gippsland, and mobilisation activities progressed across both Tasmania and Victoria, positioning the project to commence major construction.

Stage 2

Stage 2 remains an important part of the broader Marinus Link development pathway. Stage 1 includes enabling works, shared infrastructure and design provisions that support the future delivery of Stage 2. Any decision to proceed with Stage 2 will be subject to a separate assessment and approval process undertaken in consultation with shareholders.

Our business

Who we are

Marinus Link Pty Ltd (**MLPL**) is a government-owned company established in 2018 to develop, deliver and operate Marinus Link on behalf of its shareholders.

MLPL is jointly owned by the Commonwealth of Australia, the State of Tasmania and the State of Victoria.

What we are responsible for

As project proponent and future asset owner, MLPL is responsible for delivering one of Australia's largest electricity transmission infrastructure projects.

MLPL oversees the development, delivery and future operation of Marinus Link, including project governance, commercial and contract management, regulatory approvals, environmental compliance, land access, stakeholder engagement, and the systems and capability required to support long-term ownership and operation of the asset.

MLPL will also maintain the electricity transmission licences and regulatory approvals required to construct, own and operate Marinus Link across Commonwealth, Tasmanian and Victorian jurisdictions.

How we deliver

During FY2026, MLPL transitioned from project development to project delivery following Final Investment Decision and Financial Close for Stage 1.

As the project enters the manufacturing, construction and commissioning phase, MLPL's focus is on safely and efficiently delivering Stage 1 through disciplined management of cost, schedule, risk, safety, environment, sustainability and community outcomes.

Working with delivery partners, contractors, governments, regulators and stakeholders across multiple jurisdictions, MLPL continues to strengthen its governance, assurance and risk management to ensure the project is delivered in accordance with shareholder expectations.

Our Statement of Expectations

MLPL's Statement of Expectations sets out the strategic objectives and performance expectations agreed by MLPL's shareholders. It provides the framework within which MLPL operates, guiding Board oversight, strategic decision-making, and organisational priorities.

The Statement of Expectations reflects the role of Marinus Link as nationally significant infrastructure and establishes expectations across project delivery, governance, financial stewardship, risk management, stakeholder engagement, and long-term value creation.

MLPL integrates these expectations into its corporate governance framework, business planning and operational decision-making to ensure MLPL delivers in accordance with shareholder objectives.

The key policy objectives of Marinus Link's shareholders are summarised as follows:

Policy objectives	What this means in practice
Promote investment in clean energy	Enable renewable generation by increasing interconnection capacity between Tasmania and Victoria, supporting wind and hydropower development and emissions reduction
Improve access to reliable and affordable energy	Increase transfer capacity to share generation resources across regions, improving reliability and reducing system costs for consumers
Timely delivery of new capacity	Deliver Stage 1 interconnector as soon as practicable to support reliability and security of supply
Minimise cost impacts on customers	Ensure decisions deliver value for money for Tasmanian and Victorian consumers, minimising both capital and operating costs
Enable concessional financing benefits	Leverage concessional equity and financing to reduce project costs and improve affordability outcomes
Create jobs and stimulate the economy	Support economic activity, investment and employment across regional Tasmania and Victoria
Support responsible employment and safety outcomes	Maintain appropriate employment conditions, workforce capability and safety standards consistent with industry best practice

Governance

MLPL is committed to high standards of corporate governance, recognising its responsibility to deliver nationally significant infrastructure on behalf of its shareholders.

MLPL's governance framework establishes clear roles and accountabilities between the shareholders, Board and Executive Leadership Team, supporting effective oversight, strategic decision-making and responsible management of the business.

The Board is responsible for the overall governance and strategic direction of MLPL, while the Executive Leadership Team is responsible for implementing Board-approved strategy and managing the day-to-day operations of MLPL.



Leadership

Board composition

Name	Position	Date of appointment
Current Directors		
Sandra Gamble	**Chair**	*March 2024*
Dr Collette Burke	**Non-Executive Director**	*March 2024*
Selina Lightfoot	**Non-Executive Director**	*April 2025*
Jill Rossouw	**Non-Executive Director**	*Apil 2025*
Thao Oakey	**Non-Executive Director**	*December 2024*
Jo Evans	**Non-Executive Director**	*November 2025*
Matthew Groom	**Non-Executive Director**	*June 2026*
Previous Directors		
Kevin Kehl	**Non-Executive Director**	*March 2024 to June 2026*
Michael Eyers	**Non-Executive Director**	*March 2024 to September 2025*



Left to right: Matthew Groom, Thao Oakey, Selina Lightfoot, Dr Collette Burke, Sandra Gamble, Jill Rossouw and Jo Evans

Executive Leadership Team

Name	Position	Experience
Stephanie McGregor	**Chief Executive Officer**	Stephanie is a global energy and infrastructure leader with 25+ years delivering clean energy transmission, including the development of thousands of kilometres of transmission infrastructure across the UK, the EU and Australia, advising governments and networks.
Prajit Parameswar	**Chief Financial & Commercial Officer**	Prajit is an accomplished energy executive and Australian electricity market expert with over two decades of experience. A CPA and GAICD, he specialises in commercial modelling and contract negotiation.
Andrew Train	**Project Director**	Andrew is a senior project leader with 35+ years delivering oil, gas and renewable projects. A Chartered Engineer (FICE) and MBA, he led offshore developments at BP, OMV and SSE.
Nicholas Aird	**General Counsel & Company Secretary**	Nicholas specialises in project law, with 17+ years at global firms and Australian infrastructure organisations. He covers energy regulation, procurement, risk and Board relations.
Clare Gleghorn	**Chief Stakeholder & Corporate Affairs Officer**	Clare brings 20+ years in communications and corporate affairs for government and listed companies across Australia, the UK and Asia. An MBA and GAICD, she's a recognised communications thought leader.
Scott Tapley	**Executive Director Implementation (Principal Advisor)**	Scott is a project leader with 25+ years delivering business, engineering and technology programs across energy, infrastructure, resources and automotive. He recently led integration on Melbourne's West Gate Tunnel project.
Rebecca Jhonston	**Executive Director People, Safety & Sustainability**	Rebecca is an HR professional with 25+ years across local government, water, health and infrastructure. Qualified in Strategic HR and Change Management, she excels at cultural transformation and workforce planning.



Left to right: Andrew Train, Nicholas Aird, Prajit Parameswar, Stephanie McGregor, Rebecca Jhonston ,Clare Gleghorn and Scott Tapley

Our people



Culture

MLPL is committed to creating a safe, inclusive, purpose-driven culture where its employees thrive. During FY2026, MLPL continued to invest in people, strengthen engagement, and build capability.

The One Marinus culture was launched with a strong focus on fostering a culture that is safe, collaborative, respectful and purpose-led. This is supported through the One Marinus Capability Framework, a comprehensive initiative designed to operationalise the culture with a suite of development programs.

Following the implementation of MLPL's strategic plan, organisational priorities and key performance indicators have been cascaded through the business into team and individual objectives. This alignment has provided greater clarity on how each team member's work contributes to MLPL's strategic outcomes, providing strengthened accountability and supporting a more connected and performance-oriented culture as the organisation prepares for the next phase of project delivery.

One Marinus Culture Charter

Our Purpose

Interconnect Australia's renewable energy for future generations

Our Mission

Deliver Marinus Link in a timely, efficient and sustainable way to ensure long term benefits for communities and consumers

Our Values

- Safety first and always
- Collaborating makes us stronger
- Empowering our people to thrive

Our Commitments

1. Be accountable and act with integrity to deliver our commitments
2. Take responsibility for the safety and wellbeing of ourselves and each other
3. Leverage expertise, adaptive thinking and positivity to solve problems
4. Build trust, listen with intent and demonstrate respect and kindness
5. Lead with an inclusive and growth mindset and celebrate our achievements

Together, we are One Marinus MARINUS LINK

Employee engagement

MLPL has invested in the ongoing development of its people and leaders to support readiness for construction. Through an uplift in the learning and development function, MLPL has strengthened how it identifies, plans and delivers capability development across the organisation. This has included a more structured approach to learning needs analysis, development planning and targeted programs that support the skills, behaviours and leadership capability required for the next phase of project delivery.

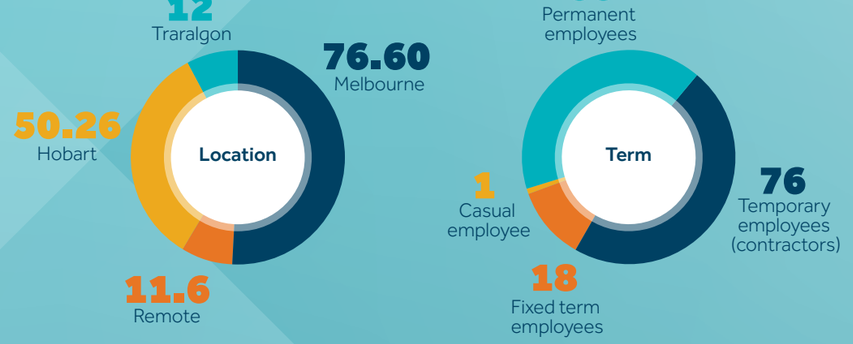
A key focus has been building the capability of leaders to lead through complexity, support high-performing teams, and embed the One Marinus culture in day-to-day decision-making. Leadership development activities have been aligned with the One Marinus Capability Framework, with an emphasis on safety leadership, accountability, collaboration, inclusion, performance conversations, and effective change leadership as the organisation transitions from development to delivery.

Our people:

Full time equivalent (FTE)

150.46

Compared to 119.16 FTE in FY2025



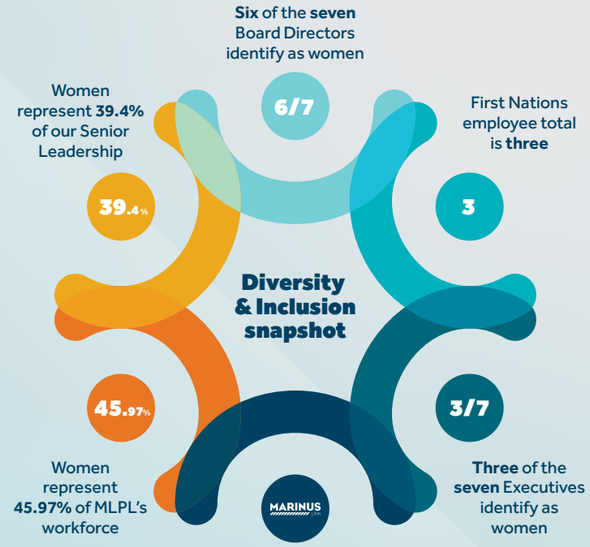


Employee development has also been supported through clearer performance objectives, regular development conversations and access to learning that builds both technical and enterprise-wide capability. This includes learning focused on project delivery, safety and wellbeing, governance, stakeholder engagement, compliance, commercial awareness, and the systems and processes required to operate effectively in a construction environment.

Together, these initiatives are helping to build a capable, resilient and engaged workforce, ensuring our people are equipped to contribute to the safe, efficient and successful delivery of Marinus Link.

Diversity and inclusion

In FY2026, MLPL advanced its commitment to diversity, equity and inclusion across the organisation. It reviewed its Diversity, Equity and Inclusion Policy to ensure it remains aligned with our values and governance expectations, and the needs of a growing workforce as MLPL prepares for construction. This work reinforced our focus on creating a workplace where people feel respected, included and able to contribute fully to the delivery of Marinus Link. During the year, MLPL released its first diversity, equity and inclusion survey to better understand employee experiences and identify opportunities to strengthen inclusion across the organisation. The survey focused on key areas including belonging, psychological safety, respect, fairness, accessibility, inclusive leadership and confidence in speaking up.



The results provided an important baseline to inform future priorities, measure progress and guide practical actions that support a more inclusive workplace.

MLPL's approach to diversity, equity and inclusion is embedded through recruitment, leadership development, employee engagement and workforce planning activities. This includes maintaining a focus on diverse candidate pools and interview panels, building leader capability to create inclusive and equitable work environments, and supporting employees through policies and practices that promote flexibility, fairness and respect.

Moving towards construction, MLPL will continue to build an inclusive and diverse workforce. This remains central to our ability to attract, retain and develop the capability required for successful project delivery. MLPL will use the outcomes of the policy review and survey to shape future initiatives, strengthen accountability, and continue building a culture where diversity is valued and inclusion is demonstrated through everyday behaviours and decisions.

Developing talent for the future

MLPL is committed to fostering talent through the project to ensure its people gain the skills and knowledge for their next step in their career progression. During FY2026, MLPL ensured the development of our leaders and workforce through initiatives including:

- the introduction of the Leadership Capability Framework, providing clear guidance on the expected capability of our leaders;
- leader forums, which provided opportunities to share leadership topics;
- an uplift in structured learning offerings with an annual learning calendar;
- the introduction of a Bite-Sized Learning program on project-related topics;
- an improved pathway to professional development programs;
- the development of succession plans to identify critical roles and development needs for key people; and
- commencement of the Pressure-Proof Leadership™ program.

Burnie City Council
Mayor, Teeny Brumby

Engagement

As the Marinus Link project moved into delivery this year, it has been focused on providing clear and timely information, strengthening relationships, and creating meaningful opportunities for participation across First Peoples, communities, industry, landholders and consumers.

Our communications and engagement approach is guided by seven principles with the aim of successfully delivering Marinus Link through trusted, productive, strong and enduring engagement with those who matter most.



FY2026 engagement at a glance

1,000+
People attended 'Meet the Contractors' events

650+
Hours of community stakeholder engagement

48,000
Community newsletters delivered

150+
Presentations, conferences & meetings (since Jan)

100
Coffees & conversations via our 'Mug with Marinus' series

11
Local governments engaged on benefits sharing

2,600
Individual stakeholders engaged

10,000+
Campaign emails opened by our stakeholders

4,584
New followers on social media

93%
Of stakeholders report high levels of trust

1,200
Communications with landholders

4
RAP Working Group Meetings

First Peoples

'Uncle' Lloyd Hood First Peoples Engagement Advisor (Vic)

This year, MLPL continued to engage directly with Traditional Owners in Gippsland and the Tasmanian Aboriginal Community, ensuring their knowledge and perspectives inform the delivery of Marinus Link. This engagement spans cultural heritage, benefits sharing, Sea Country, procurement and workforce opportunities.

Reconciliation Action Plan

A key initiative this year was beginning the formal development of a Reflect Reconciliation Action Plan (**RAP**), reinforcing MLPL's commitment to building enduring relationships with First Peoples.

A newly formed RAP Working Group has led this work with a strong sense of ownership and momentum, supported by our First Peoples Engagement Advisor and consultancy Indigenous Cultural Connections.

The working group continues to progress RAP development, alongside supporting cultural initiatives and work to commission First Nations artists, in partnership with The Torch. The group focuses strongly on creating awareness and opportunities for MLPL to participate in important events, including National Reconciliation Week and NAIDOC Week.



Yarning circle at the Mardan property with Gippsland Traditional Owners and members of our Environment team

Community

Mark Lindsay
Head of Community and Social Impact

For communities in Gippsland and North West Tasmania, MLPL's focus was on making project information easier to access, creating more opportunities for two-way conversations, and building trusted local relationships as the project moved closer to construction.

Alongside this engagement, MLPL continued work to ensure communities can share in the project's benefits through grants, sponsorships and partnerships and the development of a Community Benefits Sharing Framework.

Draft Community Benefits Sharing Framework

A key achievement was the development of the draft Community Benefits Sharing Framework, shaped by targeted engagement with communities and local governments. MLPL sought feedback to inform the final framework through public exhibition, focus groups and direct engagement.

Opening of Leongatha Community Information Centre





The opening of the Leongatha Community Information Centre was the key community story of the year. Located in the heart of Leongatha on Peart Street, the centre gives locals a visible and permanent place to learn more about the project, ask questions and speak directly with members of the MLPL team.

The centre officially opened with a ribbon-cutting ceremony attended by about 40 people, including representatives from Traditional Owner groups, councils, government, industry, and community organisations. Many attendees had been involved in the project over several years, giving the event a strong sense of continuity and shared progress.

The Leongatha centre is one of two planned community information centres, with the other being established in Burnie. Together, the centres will provide permanent community and contractor hubs to support engagement, local participation and project delivery across both regions.



HVDC converter technology. Photo courtesy of Hitachi Energy

Industry

MLPL's engagement with industry focused on supporting local participation in Marinus Link ahead of construction and on building awareness of future opportunities in Tasmania and Victoria.

Guided by the Marinus Link Industry Participation Strategy, this work strengthens regional capability, supports workforce development, and helps prepare businesses and workers to participate in project delivery.

Meet the Contractors roadshow

A flagship initiative during the year was the 'Meet the Contractors' roadshow. Delivered in partnership with the Industry Capability Network, the events brought more than 1,000 attendees together across Gippsland and North West Tasmania to connect directly with MLPL and its lead contractors.

The events provided businesses in catering, logistics, civil works, engineering and trades with early visibility of upcoming work packages, procurement pathways and construction timelines.

The strong turnout and high demand for one-on-one conversations demonstrated the depth of local capability and interest, while establishing valuable relationships between local businesses and project delivery partners.



'Meet the Contractors' event in Burnie, Tasmania

Landholders

In Victoria, the project runs for about 87 km from Waratah Bay through South Gippsland to Hazelwood in the Latrobe Valley. This includes 71 km of privately owned land involving approximately 95 individual landholders (including MLPL) and 15 km of Crown land.

For landholders, engagement this year focused on providing certainty, maintaining respectful one-on-one relationships and ensuring people had clear information about what the project's progression into delivery meant for them.

Key progress included issuing all easement and lease option deeds and completing independent property valuations along the alignment.

Voluntarily negotiated agreements remain MLPL's preferred approach. For landholders with whom a negotiated outcome had not yet been reached, MLPL began conversations about the statutory process available under the *Land Acquisition and Compensation Act 1985* to access the easements required for the project. MLPL developed clear communications, including a fact sheet outlining the different processes, ensuring landholders had access to the information needed to make informed decisions.



Mardan farm
South Gippsland

Consumers

For consumers, engagement centred on ensuring consumer perspectives were heard and considered through the revenue determination process for Marinus Link's construction costs.

The Marinus Link Consumer Advisory Panel (**CAP**) was the key mechanism for this engagement. Comprising eight members representing consumer bodies, business and community across the NEM, the CAP provided a forum for participants to raise issues and share perspectives on behalf of the consumers they represent.

Final consultative sessions were held on the revised revenue proposal in July 2025 and the Australian Energy Regulator (**AER**)'s Supplementary Draft Decision in December 2025. The CAP's work concluded following the completion of Marinus Link's Stage 1 revenue determination process in February 2026.

After the final determination, MLPL interviewed CAP members and held a group workshop to capture lessons from the process, which had begun in late 2021. Their feedback is informing the approach to future consumer engagement as the project moves through delivery and towards operation.



Clare Gleghorn
Chief Stakeholder & Corporate Affairs Officer

Strategy and performance

Our Purpose

Interconnect Australia's renewable energy for future generations

Our Mission

Deliver Marinus Link in a timely, efficient and sustainable way to ensure long term benefits for communities and consumers

Our Values

- Safety first and always
- Collaborating makes us stronger
- Empowering our people to thrive

Strategic Pillars

Our People

We have a high-performing workforce supported by a culture of safety, accountability and continuous development.

Goal: Empower our people to thrive in a safe and purpose-driven culture.

Economic Sustainability

We are prudent and efficient in everything that we do.

Goal: Realise the economic and consumer benefits of the project and be a catalyst for future clean energy developments.

Delivery Excellence

We are committed to delivering high-quality infrastructure, on schedule and within budget.

Goal: Be an exemplar infrastructure delivery project for the energy sector.

Trusted Partner

We engage with all our stakeholders transparently and collaboratively, partnering to achieve greater impact.

Goal: Create a positive and meaningful legacy for communities and Australia.

Enablers

Systems and Assurance

Robust tools and processes embedded and embraced to enable progress, achieve outcomes and demonstrate assurance.

Goal: Effective systems supporting strong operational governance to drive performance.

Strategic objectives

MLPL's strategy for the period 2025–2030 provides a clear and consistent direction for the organisation and the delivery of Stage 1 of the interconnector.

Aligned with MLPL's Statement of Expectations, the strategy sets out how MLPL will deliver a nationally significant piece of energy infrastructure that supports Australia's transition to a low-emissions energy system, while creating enduring value for customers, communities and shareholders.

The strategy is underpinned by a clear articulation of the organisation's purpose, mission and values, which guide decision-making and behaviour across all aspects of the business. Together, these elements reinforce MLPL's core objective of delivering the project safely, on time and on budget, while maintaining a strong focus on long-term outcomes and responsible delivery.

To support execution, the strategy is structured around four strategic pillars that reflect the organisation's key priorities for delivery, stewardship, stakeholder outcomes, and long-term asset performance. These pillars provide a cohesive framework for aligning activities, investments and organisational capability to the successful delivery of Stage 1 and the future operation of the asset.

Collectively, the strategy ensures a clear line of sight between shareholder expectations, organisational priorities and delivery outcomes, supporting disciplined execution and effective governance of the project.

Key performance indicators

MLPL's key performance indicators (KPIs) reflect the organisation's focus on delivering a nationally significant infrastructure project that supports Australia's energy transition, while creating enduring value for customers, communities and stakeholders.

The KPI framework is anchored in MLPL's Statement of Expectations, Shareholders' Agreement and Board-approved Strategy for 2025–2030. Together, these provide a clear set of priorities that guide performance across project delivery, financial discipline, safety, stakeholder engagement and organisational capability.

The KPIs have been designed to provide a transparent and measurable view of performance, ensuring alignment between strategic objectives and day-to-day execution. They support effective oversight by the Board and shareholders, while reinforcing accountability for delivering Stage 1 of Marinus Link safely, on time and on budget.

Strategic Pillar	Measure	FY2026 Target	Status	FY2027 Target	Commentary for targets not achieved in FY2026
Our People: Empower our people to thrive in a safe and purpose-driven culture.	**Staff engagement**	Participation rate: 80%	**Achieved**	Engagement: Maintain 83%	
	Safety Management System maturity/audit	>80% compliant and effective	**Achieved**	FY26 90% compliant	
	Safety leadership interactions	Process established and FY2027 targets set	**Achieved**	100% of targets met	
	Hazard to incident ratio	3:1	**Achieved**	5:1	
	Time to close out corrective actions	Process established to capture and report	**Achieved**	>90% complete by due date	
Economic Sustainability: Realise the economic and consumer benefits of the project and be a catalyst for future clean energy developments.	**Performance against budget**	On budget	**Achieved**	On budget	
	Stage 2	N/A	N/A	Strategic assessment completed	MLPL Board, in consultation with shareholders, has approved the strategic assessment for Stage 2 to be completed in FY2027.
	Revenue certainty	Timely AER determination within risk appetite	**Achieved**	N/A	
Delivery Excellence: Be an exemplar infrastructure delivery project for the energy sector.	**Key construction milestones met on schedule**	>95% and no delay to completion	**Not Achieved**	>95% and no delay to completion date	75% of milestones were completed or forecast to be achieved on time. Delays are concentrated within a small number of milestones impacted by Tasmanian approval timeframes. All major manufacturing, cable installation and transmission testing milestones remain on schedule, supporting continued progress towards commercial operation.
	Quality Management System maturity/audit	Implemented	**Achieved**	Project Quality Audit Compliance >80%	
	Land easements secured	>75%	**Not Achieved**	>90% with compulsory acquisition processes underway (if required)	Nearly one-third of the freehold corridor has now been secured, equating to 24.4km of the proposed alignment. MLPL is progressing option deed execution and extension arrangements to maintain land access rights and support project delivery timelines.
	Environmental approvals	All approvals achieved	**Not Achieved**	Compliance process in place with compliance >80%	All primary project approvals (within MLPL's control) were obtained during FY2026. An appeal was subsequently lodged against the planning permit for the Heybridge Converter Station through the Tasmanian Civil and Administrative Tribunal. Management considers that this KPI has not been achieved due to the unknown outcome of the appeal.
	Cultural heritage management and engagement	All cultural heritage management plans approved and ongoing positive engagement	**Achieved**	Compliance with CHMP conditions and ongoing positive engagement with Traditional Owners	
Trusted Partner: Create a positive and meaningful legacy for communities and Australia.	**Stakeholder sentiment score**	Run new sentiment method or surpass prior scores	**Achieved**	> FY26 Baseline	
	Reconciliation Action Plan (RAP)	Achieve internal endorsement of RAP	**Achieved**	Formal endorsement of RAP by Reconciliation Australia	
	Community Benefits Sharing Framework (CBSF)	CBSF implemented	**Achieved**	CBSF initial benefits underway	
	Strategic partnerships	Develop and initiate Partnership Strategy	**Achieved**	Achieve emerging outcomes towards Partnerships Strategy	
Systems and Assurance: Effective systems supporting strong operational governance to drive performance	**Gate review (construction)**	Proceed (Green)	**Achieved**	N/A	
	Assurance systems	Assurance systems established and effective, audit program on track	**Achieved**	95% of critical corrective actions closed in target timeframe	
	Systems maturity and employee experience	Operational systems in place; employee satisfaction >70%	**Achieved**	Operational systems mature; employee satisfaction > 75%	

Project delivery

Overview

The project has continued to make strong progress towards delivery, achieving a series of critical commercial, regulatory, stakeholder and procurement milestones during the period. Key highlights include reaching Financial Close, awarding the Balance of Works (BoW) contract, securing primary approvals in Victoria, and receiving the final revenue determination from the AER, alongside the commencement of preparatory works on site.

These milestones establish the commercial and funding foundations required for project execution and significantly advance delivery readiness. In parallel, the cable and converter packages have progressed through detailed design, enabling the manufacture of long-lead items. Collectively, this progress provides the regulatory approvals, stakeholder support, commercial certainty and procurement outcomes necessary to transition into full-scale construction and delivery.

- **Preparatory works at Sandy Point South Gippsland**

Progress

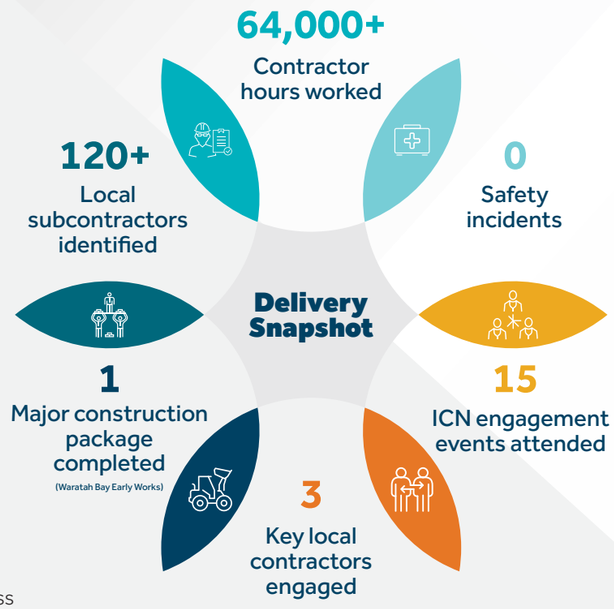
Significant progress was achieved across the project's delivery program. Notices to proceed were issued for the major cable and converter station packages, with engineering and design activities continuing throughout the year. The BoW procurement process was completed, with TasVic Greenlink (**TVG**) appointed in December 2025. Rapid mobilisation of the contractor enabled preparatory works to commence at Waratah Bay in March 2026, including completion of the project's first major construction package comprising access roads, drainage infrastructure and site establishment works to support upcoming shore crossing activities.

Investigatory and enabling works also progressed across the project footprint, including geotechnical, environmental and cultural heritage surveys along the land cable corridor and at both converter station sites. These activities continue to inform detailed design, environmental management requirements and cultural heritage management plans.

The year also saw significant progress in approvals, permitting and regulatory processes, including the advancement of offshore infrastructure approvals and the granting of key Commonwealth, Victorian and Tasmanian approvals. Land access activities remained a major focus, with continued progression of easement negotiations, Crown land tenure arrangements and cultural heritage processes. The AER's revenue determination process also progressed through draft and final decisions, supporting the project's overall regulatory framework.

Preparations continued for converter station construction, with early earthworks planned at Hazelwood and further regulatory and environmental approvals progressing for the Heybridge site. While large-scale construction activity is yet to fully ramp up, contractor-led site establishment activities, surveys and stakeholder engagement continued throughout the year.

Safety remained a key priority throughout all delivery activities. By 30 June 2026, more than 64,000 contractor work hours had been completed on the project without a recorded safety incident, reflecting the strong safety culture established across the project as it transitions into full delivery.



Local industry participation

Supporting local industry participation remains an important focus of project delivery. Through delivery partner TVG, the project has actively engaged with local businesses and suppliers to identify opportunities for employment and procurement within communities located near the project footprint.

During FY2026, TVG participated in 15 Industry Capability Network events and identified more than 120 local subcontractors and suppliers with capabilities relevant to future project works. These businesses have been mapped against upcoming procurement packages to maximise opportunities for local participation as construction activities accelerate.

Local contractors have already played an important role in supporting early project works. This has included Bryco Civil Construction, which has provided underground utility location and non-destructive digging services along the land cable corridor; Gearon Civil, which delivered the Waratah Bay access road and hardstand works; and Latrobe Valley Enterprises, which has supported site signage and related works. These engagements have created employment opportunities within local communities while contributing to the successful delivery of early project activities.

As Marinus Link progresses into full construction, local employment and supplier participation are expected to increase significantly, delivering economic benefits across Tasmania and Victoria while supporting the project's broader commitment to regional development.

Local industry spotlight – Gearon Civil

Gearon Civil, a Victorian-based civil contractor, was engaged by TVG to deliver the project's first major construction package at Waratah Bay, the future Victorian cable landfall location.

The works included construction of an access road, drainage infrastructure and a hardstand area to support future shore crossing activities. Delivered ahead of schedule, the package represented an important milestone in the transition of Marinus Link from planning into physical delivery.

The engagement of Gearon Civil demonstrates the project's commitment to providing opportunities for local businesses and workforces. By leveraging regional expertise and local suppliers, Marinus Link is helping build capability within host communities while delivering critical infrastructure that will support Australia's future energy system.

Milestones

July 2025	**Revised Revenue Proposal Part B submission to AER**
August 2025	**Commonwealth environmental approval**
August 2025	**Final Investment Decision**
September 2025	**Financial Close**
November 2025	**Heybridge Shore Crossing approval**
December 2025	**Heybridge Converter Station approval**
December 2025	**First Cultural Heritage Management Plan approval**
December 2025	**BoW – Contract Award**
February 2026	**Final Revenue Determination**
March 2026	**Commencement of access track works at Waratah Bay (Vic)**
June 2026	**All Cultural Heritage Management Plan approvals obtained**



Inverloch boat ramp

Safety, environment and sustainability

Safety

Safe and healthy workforce

Underpinned by the value of Safety First and Always, MLPL is committed to delivering the Marinus Link project free from fatality and serious injury while protecting the health, safety and wellbeing of its people and contractors. During FY2026, MLPL continued to strengthen its health and safety capability through enhanced systems, improved contractor oversight, increased hazard reporting and a continued focus on wellbeing, recognising that safety includes both physical and psychological health.

The approach to safety management is tailored to the risks associated with different work activities. For the MLPL workforce, this includes a combination of office-based and field-based activities. For principal contractors, work involves higher-risk construction activities. To support the safe delivery of these activities, MLPL has established contractor management, oversight and assurance processes, including regular activities to verify that critical health and safety controls are implemented and maintained.

This approach is guided by our Safety Policy, which is founded on five principles:

- providing safe and healthy work environments;
- enabling people to make safe decisions;
- integrating health, safety and wellbeing into all our activities;
- creating a learning culture; and
- continuously improving and leveraging opportunities.

Strengthening safety systems

In FY2026, MLPL streamlined its safety systems to improve reporting, strengthen governance and support effective risk management. Enhancements to safety reporting processes improved the capture of field inspections, safety observations, hazards and incidents, contributing to increased hazard reporting and greater visibility of safety risks across the project.

Safety performance snapshot

As MLPL has transitioned into the early stages of construction, its FY2026 safety performance demonstrates a strong foundation to support the increasing construction activity expected in future years. During the year, MLPL maintained strong safety outcomes while continuing to strengthen leadership capability and workforce engagement through proactive safety initiatives. Outcomes included:

- Total recordable injury frequency rate remained at 0.0 throughout FY2026.
- No notifiable incidents involving employees or contractors were reported to the regulator during FY2026.
- Proactive safety leadership interaction and reporting targets were developed during FY2026 to strengthen visible leadership and workforce engagement.

Contractor management

Our contractors play a critical role in the safe delivery of the Marinus Link project. To ensure consistent health and safety standards across all works, principal contractors are required to maintain certification to ISO 45001:2018 Occupational Health and Safety Management Systems and ISO 9001:2015 Quality Management Systems, as well as accreditation from the Office of the Federal Safety Commissioner.

These requirements are reinforced through regular safety assurance activities undertaken by the principal contractors, including audits, inspections and risk reviews, to verify that risks are being effectively identified, controlled and managed.

MLPL complements these activities by providing an additional layer of oversight through its dedicated safety team, which maintains a strong field presence and conducts onsite assurance activities. This is further supported by MLPL leaders who regularly engage with contractor teams, observe work activities and promote a culture of continuous improvement and positive safety outcomes across the project.

People, Safety and Culture Committee

The People, Safety and Culture Committee (**PSCC**) supports Board and Executive oversight of health and safety matters across MLPL. The Committee comprises representatives from the Board, Executive Leadership Team and key internal stakeholders who monitor safety performance, review emerging risks, and provide assurance that appropriate governance, controls and improvement initiatives are in place.

During FY2026, the PSCC:

- reviewed health and safety performance, including incident and hazard reporting trends;
- monitored the organisation's health and safety risk profile and key controls;
- oversaw initiatives to strengthen safety leadership and workforce engagement;
- received updates on health and safety survey outcomes and improvement actions;
- reviewed psychosocial risks, wellbeing initiatives and associated controls; and
- received updates on emerging risks and compliance obligations.

These activities support informed decision-making and reinforce MLPL's commitment to continuous improvement in health, safety and wellbeing.

Wellbeing

MLPL recognises that a safe workplace extends beyond physical safety and includes supporting the mental, emotional and social wellbeing of our people. During FY2026, MLPL continued to strengthen its approach to wellbeing by listening to employee feedback through its Safety and Wellbeing Survey, implementing targeted wellbeing initiatives, and further embedding psychosocial health and safety into workplace practices. Supporting the health and wellbeing of people remains a key part of MLPL's overall safety strategy.

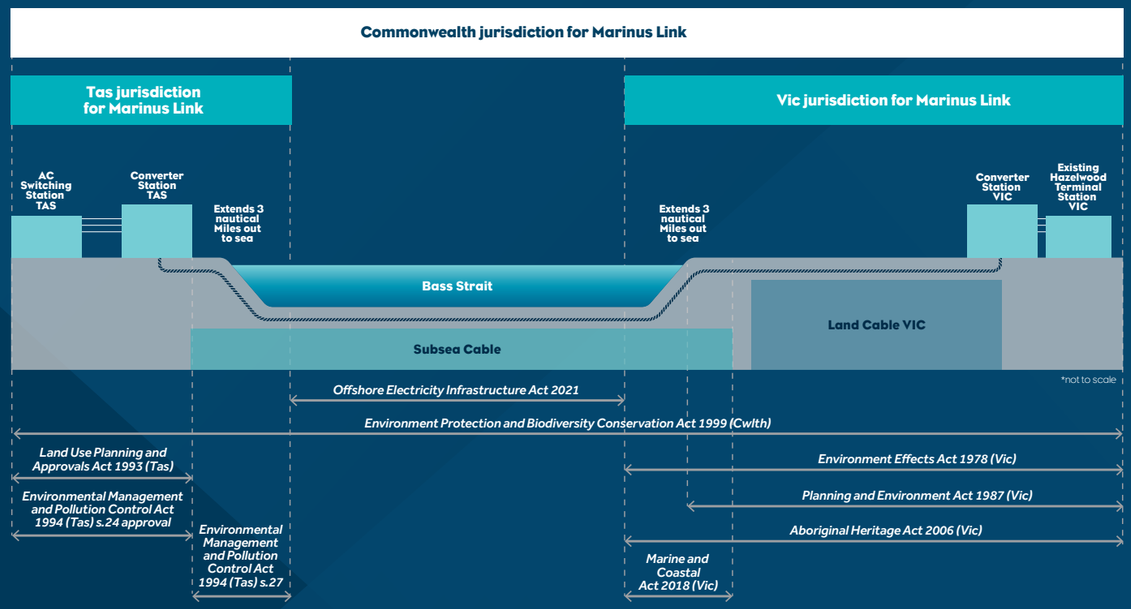
Wellbeing performance snapshot

- Implemented the Workplace Mental Health Framework, focusing on preventing harm, promoting positive mental health and responding to problems
- Commenced the Pressure-Proof Leadership™ program to strengthen leadership capability in supporting mental wellbeing
- Delivered the One Marinus Health and Wellbeing Program, promoting physical, mental and social wellbeing through challenges, workshops and team-based activities
- Provided personalised health checks, annual flu vaccinations, and stretching, movement and mindfulness activities
- Maintained access to psychological health and employee support services
- Received external recognition through the Wellness and Infrastructure Best Wellbeing Program Award, acknowledging MLPL's commitment to creating a healthy and supportive workplace

Environmental approvals and compliance

For Marinus Link to be constructed, operated and decommissioned, environmental, planning and heritage approvals are required from Commonwealth, state and local jurisdictions.

Approval pathways for Marinus Link



Primary approvals must be secured by MLPL as the project proponent and future asset owner. The primary approvals are subject to specific conditions, such as the development of management plans, most of which must be satisfied before construction commences. In addition to the primary approvals, a series of secondary consents are required for construction activities, such as obtaining permits for waterway crossings, which are principally to be obtained by MLPL's contractors ahead of construction commencement.

All primary project approvals were obtained during FY2026, providing the regulatory framework required to progress the project into the next phase of delivery.

Primary approvals summary

Legislation	Primary approval	Approval instrument	Approval date
Commonwealth			
Environment Protection and Biodiversity Conservation Act 1999 (**EPBC Act**)	The EPBC Act is Australia's national environmental law and ensures internationally and nationally important plants, animals, habitats and places are protected and managed.	Approval Decision	28 July 2025
Victoria			
Planning and Environment Act 1987 (**P&E Act**)	The P&E Act establishes a framework for planning the use, development and protection of land in Victoria.	Planning Scheme Amendment	21 August 2025
Aboriginal Heritage Act 2006 (**AH Act**)	The AH Act serves as the Victorian legislation to provide for the protection of Aboriginal cultural heritage in Victoria.	Three Cultural Heritage Management Plans	20 November 2025 8 December 2025 26 June 2026
Marine and Coastal Act 2018 (**MAC Act**)	The MAC Act provides a framework for the integrated and coordinated planning and management of Victoria's marine and coastal environment.	Consent	2 March 2026
Tasmania			
Environmental Management and Pollution Control Act 1994 (**EMPC Act**)	The EMPC Act is the primary environmental protection and pollution control legislation in Tasmania.	Environmental Protection Notice (Heybridge Shore Crossing)	27 November 2025
Land Use Planning and Approvals Act 1993 (**LUPA Act**)	The LUPA Act is Tasmania's key planning legislation.	Planning Permit (Heybridge Converter Station)	11 December 2025* (* Note: this approval is under appeal)

Environmental management system

MLPL has extensive environment, planning, heritage and sustainability requirements and obligations. MLPL has established an Environmental Management System (**EMS**) to monitor compliance, support the achievement of environmental and sustainability objectives, and drive continual improvement in environmental and sustainability performance throughout project delivery.

The EMS aligns with AS / NZS ISO 14001:2016, is guided by MLPL's Environment and Sustainability Policy and provides a consistent framework for environmental governance, performance monitoring, assurance and accountability across MLPL and its principal contractors. The EMS is supported by awareness and competence-building activities to ensure employees understand MLPL's environmental obligations and their role in implementing those obligations.

During FY2026, MLPL continued to mature its environmental capability through the strengthening of governance arrangements and processes, commenced compliance assurance activities, and tested risk management tools and reporting frameworks.

In particular, MLPL's Environmental Compliance Assurance Program, which outlines the systems, processes and controls used to manage environmental obligations, was formulated and implemented; this provides clarity on compliance activities that are shared between MLPL and its principal contractors. Independent environmental auditor services were procured and verification activities commenced ahead of in-field auditing of construction activities. Processes for approval of environmental management plans are underway by regulatory authorities. Processes for non-conformance and incident reporting were developed and trialled.

These initiatives have strengthened MLPL's readiness for the construction phase and established a foundation for ongoing compliance, assurance and sustainable project delivery.

Sustainability commitments and progress

MLPL will be subject to mandatory sustainability compliance obligations throughout the construction and operation of the project, including Climate-Related Financial Disclosures (ASRS/AASB S2), National Greenhouse and Energy Reporting Scheme, and project approval conditions. These are embedded within the EMS and feed into MLPL governance monitoring to ensure compliance, transparency, and alignment with national legislation and industry standards.

MLPL has committed to achieving a 'Design' and 'As Built' Infrastructure Sustainability (**IS**) Rating through the Infrastructure Sustainability Council. The IS Rating provides a recognised and comprehensive framework for measuring economic, environmental, social and governance outcomes across infrastructure projects. MLPL will hold the IS Rating registration, while the BoW contractor, TVG, will be responsible for achieving the rating. TVG has been in the initial stages of the implementation of this rating with a focus on developing package-specific objectives and targets, identifying sustainability risks and opportunities, and setting up the processes to ensure tangible, holistic outcomes.

In addition to MLPL's mandatory sustainability compliance obligations and commitment to an IS Rating, MLPL has developed sustainability targets that define the outcomes MLPL intends to achieve during each phase of the project lifecycle. MLPL's sustainability targets for the manufacturing, construction and commissioning phase of the Project (2025–2030) were established in July 2025 and are aligned to three strategic objectives: Trusted Organisation, Community Prosperity, and Healthy Planet. These objectives underpin MLPL's commitment to responsible governance, community benefits, and environmental sustainability. Progress against sustainability targets is reported in the **MLPL Annual Sustainability Report**.

MLPL has established a Sustainability Working Group, which plays a critical role in the success of sustainability outcomes across company and project activities. The working group elevates the importance of sustainability in company culture and processes of design, construction, and operations through sustainability assurance reviews, reporting on target progress and performance and ensuring alignment with MLPL's broader governance frameworks and policies.

Risk management and outlook

Risk management

Throughout FY2026, MLPL matured its risk management system, processes and culture with several initiatives delivered. In support of embedding the Risk Management Framework, and under the guidance of our Audit and Risk Committee, MLPL:

- launched its risk management software package, Active Risk Manager;
- commenced risk control testing as part of its core risk assurance program;
- delivered targeted risk management capability uplift training across the organisation;
- built risk management data analysis and reporting capabilities;
- matured understanding of its risk profile and cost contingency; and
- developed crisis management and business continuity response arrangements.

These initiatives, coupled with MLPL's core risk management processes, have enabled MLPL to proactively respond to a range of material risks and emerging issues over the course of FY2026. These matters are related to:

- progressing with our primary and secondary approvals, particularly in Tasmania where relationships with regulators and community remain strong and enable us to actively work with all parties involved;
- ongoing consultation with Victorian landholders as we seek to secure the land cable route;
- maturing our design, technical specifications and ways of working across our three primary contractors;
- establishing a robust cost model for project delivery, ultimately supported by the AER via its final determination decision;
- responding to macro environment threats such as the Iran War and other global/economic drivers that threaten our supply chain and raw material inflationary costs; and
- a shifting health and safety risk profile due to mobilisation to site and the commencement of preliminary field work.

MLPL has responded to these risks, and its broader risk profile, through targeted mitigation plans that are regularly monitored, reviewed and tested for effectiveness. As a result, the project's schedule, critical path and cost-to-complete forecasts remain on track, reflecting MLPL's ability to successfully navigate challenges encountered over the past year. Governance arrangements, including active contingency forecasting and oversight from the Audit and Risk Committee, continue to provide confidence that key risks are well understood and appropriate mitigation strategies are in place.

Risk outlook

Moving into FY2027, MLPL's risk profile will continue to evolve as design activities mature and construction-related activity increases, including cable and equipment manufacturing. As mobilisation progresses across multiple work fronts in Victoria and Tasmania, our exposure to health, safety and environmental risks will increase. At the same time, our growing presence in Victoria's Latrobe Valley and North West Tasmania provides an opportunity to strengthen relationships with landholders and local communities while minimising impacts and creating opportunities for local participation.

Collaboration with our primary contracting partners will remain critical to managing project risks and supporting successful delivery. Focus will be placed on the Victorian land civil works program, including navigating geotechnical uncertainty, and maintaining alignment across technical specifications and construction interfaces between contractors, regulators and transmission network service providers.

External factors, including global economic conditions, supply chain constraints, material costs and geopolitical uncertainty, may also influence project delivery. MLPL's organisational resilience, cost controls and schedule forecasting capability position the business to respond effectively to these challenges.

MLPL continues to actively manage cybersecurity and information security risks through established controls, governance and monitoring processes. As the project progresses towards construction, ongoing attention is being given to the security of project information, supplier interfaces and critical business systems to support the safe and reliable delivery of the project.

We also recognise that a mature approach to risk management can create opportunities to deliver positive community, commercial and technical outcomes. Through active community engagement, landholder consultation and value engineering, we are focused on maximising project benefits while maintaining a commercially prudent approach.

Our focus in FY2027 will remain on strengthening our control environment and testing the effectiveness of mitigation strategies. Supported by contingency forecasting, cost control, variation and change management processes, and oversight from the Audit and Risk Committee, MLPL remains confident in its ability to identify, manage and respond to emerging risks.



Financial performance



Heybridge Converter Station render, indicative only

Financial performance overview

Financial snapshot	FY2026	FY2025	Movement
Revenue	8.8	6.6	+2.2
Net loss	(70.1)	(31.0)	(39.1)
Total comprehensive income/(loss)	(130.1)	26.3	(156.4)
Cash and cash equivalents	183.9	88.3	+95.6
Property, plant and equipment	518.2	232.2	+286.0
Total assets	807.2	467.0	+340.2
Total liabilities	109.3	50.0	+59.3
Total equity	697.9	417.0	+280.9

Note: Financial summary figures have been rounded and presented in Australian dollars expressed in millions ($m).

FY2026 results overview

FY2026 was a significant year for Marinus Link, with the project progressing from development and approvals into the manufacturing, construction and commissioning phase following achievement of Stage 1 Financial Close in August 2025. As a project delivery organisation, MLPL's financial results primarily reflect investment in the development and construction of the project.

Net loss from continuing operations increased by $39.1 million to $70.1 million, reflecting increased expenditure as the project scaled.

Total comprehensive loss of $130.1 million includes fair value movements associated with MLPL's foreign exchange hedging arrangements. These hedge instruments are designed to manage foreign currency risks associated with future capital expenditure commitments and can result in accounting gains or losses as market conditions change.

Cash and cash equivalents increased by $95.6 million to $183.9 million, reflecting continued shareholder funding to support project delivery. Key cash inflows included $378.7 million of shareholder equity contributions and $60.4 million of foreign exchange hedge settlements, partially offset by $298.3 million of capital expenditure and other costs associated with developing and constructing the Marinus Link project.

Property, plant and equipment increased by $286.0 million to $518.2 million, reflecting expenditure on major project packages, early works, detailed design and construction activities.

Shareholder support for the project continued during FY2026, with contributed equity increasing from $402.8 million to $813.8 million. During the year, shareholders contributed a further $410.9 million to support progression of Stage 1 delivery and ongoing project activities. Total equity increased from $417.0 million to $697.9 million, reflecting these contributions, partially offset by the net loss and cash flow hedge reserve movements recognised during the reporting period. As at 30 June this represents 86.2% of the total shareholder equity commitment.

While currently limited, MLPL's debt profile is expected to increase during FY2027 as construction activities accelerate, equity commitment is exhausted and drawdown from the debt facility commences.



Financial statements

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The Directors

Marinus Link Pty Ltd

Level 1, 74 Elizabeth Street

TAS 7000

21 August 2026

Dear Board Members,

Auditor's Independence Declaration to Marinus Link Pty Ltd

I am pleased to provide the following declaration of independence to those charged with governance of Marinus Link Pty Ltd.

As lead audit partner for the audit of the financial report of Marinus Link Pty Ltd for the year ended 30th June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of the ethical, including independence, requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia.

Yours faithfully

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Carl Harris
Partner
Chartered Accountants

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Independent Auditor's Report to the Board of Directors of Marinus Link Pty Ltd

Opinion

We have audited the financial report of Marinus Link Pty Ltd (the "Entity") which comprises the statement of financial position as at 30 June 2026**,** the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, and the declaration by the Directors'.

In our opinion, the accompanying financial report presents fairly, in all material respects, the Entity's financial position as at 30 June 2026 and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards – Simplified Disclosures and the Shareholders Agreement.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Entity in accordance with the ethical requirements of the APES 110 Code of Ethics for Professional Accountants (including Independence Standards) issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to audits of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and The Board of Directors for the Financial Report

Management of the Entity is responsible for the preparation of the financial report in accordance with Australian Accounting Standards – Simplified Disclosures and the Shareholders Agreement Clause 7.1.1.c and for such internal control as management determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the ability of the Entity to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with management and the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Carl Harris
Partner
Chartered Accountants

Hobart, 21 August 2026

Statement of profit or loss and other comprehensive income

For the financial year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Continuing operations			
Revenue	*A1*	8,759	6,588
Total revenue		**8,759**	**6,588**
Operating expenses	*A2(a)*	(71,547)	(37,545)
Finance costs	*A2(b)*	(114)	(79)
Depreciation expense	*A2(c)*	(1,475)	(1,003)
Total expenses		**(73,136)**	**(38,627)**
Loss before income tax		**(64,377)**	**(32,039)**
Income tax benefit on loss	*A3*	**(5,722)**	**1,022**
Net loss for the year from continuing operations		**(70,099)**	**(31,017)**
Other comprehensive income/(loss)			
Items that may be reclassified subsequently to profit or loss:			
Cash flow hedge reserve - gain/(loss) recognised in equity	*D2*	(59,978)	**57,322**
Total other comprehensive income/(loss)		**(59,978)**	**57,322**
Total comprehensive income/(loss)		**(130,077)**	**26,305**

The statement of profit or loss and other comprehensive income is to be read in conjunction with the accompanying notes to the financial statements.

Statement of financial position

As at 30 June 2026	Note	2026 $'000	2025 $'000
Current assets			
Cash and cash equivalents		183,892	88,339
Trade and other receivables	*E1*	2,044	684
Financial assets	*E2*	-	83,709
Other assets	*E3*	29,180	1,295
Total current assets		**215,116**	**174,027**
Non-current assets			
Property, plant and equipment	*B1*	518,158	232,164
Intangible assets	*B2*	60,943	58,717
Right-of-use assets	*B4*	2,531	1,561
Financial assets	*E2*	673	551
Other assets	*E3*	9,759	-
Total non-current assets		**592,064**	**292,993**
Total assets		**807,180**	**467,020**
Current liabilities			
Trade and other payables	*E4*	27,398	13,165
Tax liabilities	*A3(c)*	3,802	-
Employee benefits	*F1*	1,398	1,210
Lease liabilities	*B4*	689	470
Financial liabilities	*E5*	22,964	2,802
Other financial liabilities	*E6*	-	8,178
Total current liabilities		**56,251**	**25,825**
Non-current liabilities			
Employee benefits	*F1*	386	316
Lease liabilities	*B4*	2,056	1,145
Borrowings	*C1*	8,477	-
Financial liabilities	*E5*	42,095	-
Deferred tax liabilities	*A3(d)*	-	22,688
Total non-current liabilities		**53,014**	**24,149**
Total liabilities		**109,265**	**49,974**
Net assets		**697,915**	**417,046**
Equity			
Accumulated losses	*D1*	(115,482)	(45,383)
Reserves	*D2*	(365)	59,613
Contributed equity	*D3*	813,762	402,816
Total equity		**697,915**	**417,046**

The statement of financial position is to be read in conjunction with the accompanying notes to the financial statements.

Statement of changes in equity

For the year ended 30 June 2026

	Note	Contributed equity	Asset revaluation reserve	Cash flow hedge reserve	Accumulated losses	Total
		$'000	$'000	$'000	$'000	$'000
At 1 July 2025		**402,816**	**2,291**	**57,322**	**(45,383)**	**417,046**
Loss for the year		-	-	-	(70,099)	(70,099)
Net fair value movements on property, plant and equipment	*D2*	-	-	-	-	-
Cash flow hedge reserve	*D2*	-	-	(59,978)	-	(59,978)
Equity contributions from Shareholders	*D3*	410,946	-	-	-	410,946
		410,946	-	(59,978)	(70,099)	280,869
Transactions with owners in their capacity as owners:						
Dividends paid	*D1*	-	-	-	-	-
As at 30 June 2026		**813,762**	**2,291**	**(2,656)**	**(115,482)**	**697,915**

	Note	Contributed equity	Asset revaluation reserve	Cash flow hedge reserve	Accumulated losses	Total
		$'000	$'000	$'000	$'000	$'000
At 1 July 2024		**167,195**	**2,291**	**-**	**(14,366)**	**155,120**
Loss for the year		-	-	-	(31,017)	(31,017)
Net fair value movements on property, plant and equipment	*D2*	-	-	-	-	-
Cash flow hedge reserve	*D2*	-	-	57,322	-	57,322
Equity contributions from shareholders	*D3*	235,621	-	-	-	235,621
		235,621	-	57,322	(31,017)	261,926
Transactions with owners in their capacity as owners:						
Dividends paid	*D1*	-	-	-	-	-
As at 30 June 2025		**402,816**	**2,291**	**57,322**	**(45,383)**	**417,046**

The statement of changes in equity is to be read in conjunction with the accompanying notes to the financial statements.

Statement of cash flows

For the financial year ended 30 June 2026

	Note	2026	2025
		$'000	$'000
Cash flows from operating activities:			
Receipts from customers		28	281
Interest received		7,065	3,747
Grants received		1,653	2,816
Payments to suppliers and employees		(61,502)	(29,378)
Net cash provided by operating activities	*C2*	**(52,756)**	**(22,534)**
Cash flows from investing activities:			
Proceeds from grants towards purchase of property, plant and equipment and intangible asset		10,046	6,934
Payment for property, plant and equipment		(298,260)	(155,168)
Payment for intangible asset		(2,255)	(17,304)
Proceeds from settlement of foreign exchange contracts		60,351	-
Net cash used in investing activities		**(230,118)**	**(165,538)**
Cash flows from financing activities:			
Payments to reduce lease liability		(318)	(225)
Proceeds from issuing of shares		378,744	193,917
Net cash used in financing activities		**378,427**	**193,692**
Net increase / decrease in cash and cash equivalents		95,553	5,620
Cash and cash equivalents at the beginning of the financial year		88,339	82,719
Cash and cash equivalents at the end of the financial year		**183,892**	**88,339**

The statement of cash flows is to be read in conjunction with the accompanying notes to the financial statements.

Notes to the financial statements

For the financial year ended 30 June 2026

1. General information

Marinus Link Pty Ltd (MLPL) is a small proprietary company incorporated on 23 November 2018 and operated in Australia. MLPL is an individual entity, jointly owned by the Commonwealth (49%), Victorian (38.3%) and Tasmanian (12.7%) governments. MLPL's activities relate to the Marinus Link project, an undersea and underground electricity and data interconnector between North West Tasmania and the Latrobe Valley in Victoria. The registered address and principal place of business of MLPL is Level 1, 74 Elizabeth Street, Hobart, Tasmania, Australia 7000.

2. Material accounting policies

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with the Shareholders' Agreement, Australian Accounting Standards and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB), and comply with other requirements of the law.

The financial statements have been prepared as a going concern (see below) on an accrual basis and are based on historical cost except for certain properties that are measured at fair value at the end of each reporting period. Historical cost is generally based on the fair values of the consideration given in exchange for goods and services. For the purposes of preparing these statements MLPL is a for-profit entity.

These financial statements are prepared on the going concern basis, which contemplates continuing normal business activities, and the realisation of assets and the settlement of liabilities in the normal course of business. MLPL is constructing a major infrastructure asset and as a result is incurring losses after tax (2026: $70.099m and 2025: $31.017m) and has negative cash flows from operations and investing activities. Accordingly, the ability of MLPL to operate as a going concern is dependent on equity contributions and debt funding. As disclosed in Note C1 a $3,800m debt facility was entered into during the year. MLPL also maintains sufficient cash liquidity to manage changing cash flow requirements and retain financial flexibility.

In the opinion of the Directors, there are reasonable grounds to believe that MLPL will be able to pay its debts as and when they become due and payable for reasons including but not limited to:

- MLPL short term cash reserves;
- remaining shareholder equity contributions to be made during the financial year ending 30 June 2027; and
- approved draw down amounts under the debt facility

are collectively sufficient to cover commitments and obligations for a period of at least 12 months from the date of signing the financial statements.

In accordance with Australian Securities and Investments Commission (**ASIC**) Corporations Instrument 2016/191 amounts in the financial report are rounded off to the nearest thousand dollars unless otherwise indicated. All values are expressed in Australian dollars.

2. Material accounting policies (continued)

(b) Statement of compliance

MLPL does not have 'public accountability' as defined in AASB 1053 Application of Tiers of Australian Accounting Standards and is therefore eligible to apply the 'Tier 2' reporting framework under Australian Accounting Standards.

The financial statements comply with the recognition and measurement requirements of Australian Accounting Standards, the presentation requirements in those Standards as modified by *AASB 1060 General Purpose Financial Statements* - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities and the disclosure requirements in AASB 1060.

Accordingly, the financial statements comply with Australian Accounting Standards – Simplified Disclosures. These financial statements were authorised for issue by the directors on 21 August 2026.

(c) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (**ATO**). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis.

(d) Judgements, estimates and assumptions

In the application of MLPL accounting policies, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based upon historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following notes contain key assumptions and other key sources of estimation uncertainty during the reporting period, that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

Note	Assumption and estimates
A1	Revenue
A3	Income tax
B1	Asset useful lives
B2	Intangible assets
B4	Lease terms
B5	Impairment of assets
F1	Long service leave

2. Material accounting policies (continued)

(e) Notes to the financial statements

The notes to the financial statements include information that is required to understand the financial statements and is material and relevant to the operations, financial position and performance of MLPL. Information is considered material and relevant if, for example:

- the amount in question is significant because of its size or nature
- it is important for understanding the results of MLPL
- it helps explain the impact of significant changes in MLPL
- it relates to an aspect of MLPL's operations that is important to its future performance.

The notes have been grouped into sections to help readers understand how MLPL's strategy is reflected in the financial performance and position of MLPL.

These sections comprise:	
A	MLPL's performance
B	MLPL's assets
C	Financing MLPL's business
D	MLPL's equity
E	Other assets and liabilities
F	MLPL's people
G	Commitments
H	Other information

The accounting policies as set out in these notes, have been applied in preparing the financial statements for the financial year ended 30 June 2026 and the comparative information presented in these financial statements for the period ended 30 June 2025.

MLPL performance

This section highlights MLPL's performance for the year including details of revenue and expenses as well as taxation liabilities.

A1. Revenue

	2026 $'000	2025 $'000
Rent and lease income	41	25
Grants and subsidies	1,653	2,816
Interest received	7,065	3,747
Total revenue	**8,759**	**6,588**

Rent and lease income

Rent and lease income is received by MLPL.

Rental income from operating leases is recognised on a straight line basis over the term of the lease. Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the lease asset and recognised on a straight line basis over the term of the lease. MLPL does not have any leases as a lessor which are classified as financing leases.

Grants and subsidies

As per *AASB 120 Accounting for Government Grants and Disclosure of Government Assistance,* Government grants can either be classified as grants related to assets or grants related to income.

Grant revenue is recognised on a systematic basis over the period in which MLPL recognises as expenses the related costs for which the grants are intended to compensate. Grant revenue is not recognised until there is reasonable assurance that MLPL will comply with the conditions attaching to them and that the grant revenue will be received.

Government grants whose primary condition is that MLPL should purchase, construct or otherwise acquire non-current assets (including property, plant and equipment) are recognised as a direct contribution to the asset. This contribution reduces the carrying amount of the asset in the statement of financial position; subsequently reducing the impact on the profit or loss in future years. Grants related to income are presented as part of profit or loss.

Key estimates and assumptions

Recognition of grant revenue

Grants received

In April 2022, the Commonwealth committed $75 million in funding under the Federal Funding Agreement (**FFA**) to progress Project Marinus to a Final Investment Decision. The grant has been apportioned between MLPL and TasNetworks' components of the project on the basis of the estimated project costs. MLPL's portion is $58.20 million. Payments have been received over several financial years in line with completion of agreed milestones. As at 30 June 2026 MLPL has received the total grant funding of $58.20 million in cash for milestones achieved per the FFA. Grant funding for the 2026 financial year has been apportioned between grants related to assets and grants related to income, based on the actual split of operating and capital expenditure. $1.65 million of the total grant funding for the year has been allocated to income (2025: $2.82 million), $10.02 million has been allocated to property, plant and equipment work in progress (2025: $4.26 million) and $.03 million to intangible work in progress (2025: $2.67 million).

Interest

Interest revenue is recognised as it accrues on a time proportionate basis at the effective yield on the financial asset.

A2. Expenses

		2026	2025
(a)	**Operating expenses**	**$'000**	**$'000**
	Salary and wages	12,697	8,696
	Services	24,831	24,344
	Property costs	404	352
	Non-cash equity expense	24,024	-
	Other expenses	9,591	4,153
		71,547	**37,545**
(b)	**Finance costs**		
	Notional interest	114	79
		114	**79**
(c)	**Depreciation and amortisation**		
	Amortisation of right-of-use assets	714	514
	Depreciation expense	761	489
		1,475	**1,003**

Non-cash equity expense

During the year, MLPL recognised a $24.0 million equity-settled share-based payment in accordance with AASB 2 in relation to additional Tasmania Funding applied against Tasmania's shareholder funding obligations under the revised Shareholders Agreement. The amount was recognised as an expense with a corresponding credit to the contributed equity.

A3. Income tax

(a) Income tax expense (benefit) recognised in profit or loss comprises:

	2026	2025
Current tax		
Current tax expense (benefit):	**$'000**	**$'000**
Current tax expense/(benefit) in respect of current year	3,802	-
	3,802	**-**
Deferred tax		
Deferred tax expense/(benefit) recognised in current year relating to:		
Origination and reversal of temporary difference	1,920	(1,022)
	5,722	**(1,022)**
Total income tax recognised in the current year relating to continuing operations	**5,722**	**(1,022)**
Reconciliation of prima-facie Income tax to tax benefit		
Loss before tax	(64,377)	(32,039)
Tax at the rate of 30%	(19,313)	(9,612)
Increase (decrease) in tax benefit due to:		
Non-deductible expenses	7,233	14
Temporary items not recognised or reversed	17,802	-
Deferred tax losses not recognised for the year	-	7,678
Other changes	-	898
Total income tax benefit recognised in profit or loss	**5,722**	**(1,022)**

The standard rate of corporation tax applied to taxable profit is 30% (2025: 30%). The applicable rate has not changed during the year.

(b) Income tax expense (benefit) recognised outside of profit or loss

Aggregate current and deferred tax related to:		
Items recognised in other comprehensive income (cash flow hedge reserve)	(24,608)	24,608
	(24,608)	**24,608**

(c) Current tax assets/(liabilities)	**(3,802)**	**-**

Recognition and measurement

Current tax is calculated by reference to the amount of income tax payable or recoverable in respect of the taxable profit or loss for the period using the legislated Income tax rate.

A3. Income tax (continued)

(d) Deferred tax balances

	2026 Opening balance $'000	Recognised in profit or loss $'000	Recognised in equity $'000	Closing balance $'000
Gross deferred tax liabilities:				
Derivatives	(24,608)	-	24,608	-
Balance at end of financial year	(24,608)	-	24,608	-
Gross deferred tax assets				
Provisions	1,742	(1,742)	-	-
Property, plant and equipment	178	(178)	-	-
Balance at end of financial year	1,920	(1,920)	-	-
Net deferred asset/(liability)	**(22,688)**	**(1,920)**	**24,608**	**-**

	2025 Opening balance $'000	Recognised in profit or loss $'000	Recognised in equity $'000	Closing balance $'000
Gross deferred tax liabilities:				
Derivatives	-	-	(24,608)	(24,608)
Balance at end of financial year	-	-	(24,608)	(24,608)
Gross deferred tax assets				
Provisions	-	1,742	-	1,742
Property, plant and equipment	-	178	-	178
Balance at end of financial year	-	1,920	-	1,920
Net deferred asset/(liability)	**-**	**1,920**	**(24,608)**	**(22,688)**

Recognition and measurement

A deferred tax liability is recognised for all taxable temporary differences. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

All available tax losses were utilised during the year ended 30 June 2026. As a result, there were no unused tax losses and no unrecognised deferred tax assets relating to tax losses as at 30 June 2026. The assessment of whether future taxable profits are probable under AASB 112 *Income Taxes* is therefore not applicable at 30 June 2026. This assessment is distinct from the long term future profitability of the Marinus Link project.

Unrecognised deferred tax assets

For the 2026 financial year, MLPL had deferred tax assets of $19,959,491 not recognised in the Statement of Financial Position (2025: $7,677,938). The deferred tax assets consist of timing differences relating to financial liabilities.

MLPL assets

This section highlights the investments made by MLPL into its asset base.

B1. Property, plant and equipment

	2026 $'000	2025 $'000
Land		
Land - at fair value	7,665	7,665
Carrying amount at end of the financial year	**7,665**	**7,665**
Buildings		
Buildings - at fair value	771	771
Accumulated depreciation and impairment	(121)	(102)
Carrying amount at end of the financial year	**650**	**669**
Other plant and equipment		
Other plant and equipment - at cost	1,443	1,181
Accumulated depreciation	(686)	(332)
Carrying amount at end of the financial year	**757**	**849**
Leasehold improvements		
Leasehold improvements - at cost	1,766	1,754
Accumulated depreciation	(620)	(232)
Carrying amount at end of the financial year	**1,146**	**1,522**
Work in progress		
Work in progress - at cost	507,940	221,459
Carrying amount at end of the financial year	**507,940**	**221,459**
Total property, plant and equipment	**518,158**	**232,164**

Recognition and measurement

All assets acquired are initially recorded at their costs of acquisition at the date of acquisition, being the fair value of the consideration provided plus incidental costs directly attributable to the acquisition. MLPL capitalises assets that meet the capitalisation threshold of $500 and items under this limit are treated as expenses in the current period.

Land

Land is carried at fair value, less any subsequent impairment losses where applicable. Revaluations are considered periodically at least every five years, or when Management initiates a review due to the existence of an indicator that movement in valuation has occurred.

MLPL's land sites were revalued for financial reporting purposes in May 2024 with an independent valuation conducted by Opteon Property Group Pty Ltd. The method for valuation was a market-based valuation.

B1. Property, plant and equipment (continued)

Buildings

Buildings are carried at fair value, less any subsequent accumulated depreciation and impairment losses where applicable. Revaluations are considered periodically at least every five years, or when Management initiates a review due to the existence of an indicator that movement in valuation has occurred.

Other plant and equipment

Other plant and equipment includes minor assets such as office furniture and equipment. These assets are stated at cost less accumulated depreciation and impairment, where applicable. These assets are valued at written down value as they are low value, short life and high turnover assets.

Leasehold improvements

Leasehold improvements includes minor assets such as security systems and office infrastructure. These assets are stated at cost less accumulated depreciation and impairment, where applicable. These assets are valued at written down value as they are low value, short life and high turnover assets.

Work in progress

Work in progress includes work on assets not yet available for use. These assets are stated at cost less impairment, where applicable.

Revaluations of non-current assets

Any revaluation of property, plant and equipment is credited to the Asset revaluation reserve in equity, except to the extent that it reverses a revaluation decrease for the same assets previously recognised as expenses in profit or loss, in which case the increase is credited to the statement of profit or loss to the extent of the decrease previously charged. A decrease in carrying amount arising on the revaluation is charged as an expense in profit or loss to the extent that it exceeds the balance, if any, held in the Asset revaluation reserve in relation to a previous revaluation of those assets.

A commercial valuer was appointed in 2024 to review and update the market value of these assets. There have been no significant movements in market value of these assets in the 2025-26 financial year.

Useful lives and depreciation

Depreciation on property, plant and equipment other than land is based on the straight-line method so that assets are written off over their expected useful lives. The estimated useful lives, residual values, depreciation rates and methods are reviewed annually for appropriateness. When changes are made, adjustments are reflected prospectively in the current and future periods.

B1. Property, plant and equipment (continued)

Key estimates

Asset useful lives

Asset useful lives are aligned with the tax depreciable effective life of like assets.

The useful lives assigned to MLPL assets are listed below:

Buildings:

◊ Buildings 40 yrs

Other plant and equipment:

◊ Minor assets 3-15 yrs

Leasehold improvements:

◊ Minor assets 3 yrs

	2026					
	Land at fair value	Buildings at fair value	Other plant & equipment at cost	Leasehold improvements at cost	Work in progress at cost	Total
Gross value	$'000	$'000	$'000	$'000	$'000	$'000
Balance at beginning of financial year	7,665	771	1,181	1,754	221,459	232,830
Additions during the year	-	-	262	12	296,499[1]	296,773
Disposals during the year	-	-	-	-	-	-
Revaluations during the year	-	-	-	-	-	-
Grant income during the year	-	-	-	-	(10,018)	(10,018)
Balance at end of financial year	7,665	771	1,443	1,766	507,940	519,585
Accumulated depreciation and impairment losses						
Balance at beginning of financial year	-	(102)	(332)	(232)	-	(666)
Depreciation charge for the year	-	(19)	(354)	(388)	-	(761)
Balance at end of financial year	7,665	(121)	(686)	(620)	-	(1,427)
Carrying amount at 30 June 2026	**7,665**	**650**	**757**	**1,146**	**507,940**	**518,158**
Carrying amount of assets had they been recognised at cost						
Balance at 30 June 2026	**7,665**	**650**	**757**	**1,146**	**507,940**	**518,158**

[1] Includes $158,996 (2025: $0) of capitalised borrowing costs

B1. Property, plant and equipment (continued)

	2025					
	Land	Buildings	Other plant & equipment	Leasehold improvements	Work in progress	Total
	at fair value	at fair value	at cost	at cost	at cost	
Gross value	$'000	$'000	$'000	$'000	$'000	$'000
Balance at beginning of financial year	7,625	771	438	53	73,039	81,926
Additions during the year	40	-	743	1,701	152,683	155,167
Disposals during the year	-	-	-	-	-	-
Revaluations during the year	-	-	-	-	-	-
Grant income during the year	-	-	-	-	(4,263)	(4,263)
Balance at end of financial year	7,665	771	1,181	1,754	221,459	232,830
Accumulated depreciation and impairment losses						
Balance at beginning of financial year	-	(82)	(65)	(29)	-	(177)
Depreciation charge for the year	-	(19)	(267)	(203)	-	(489)
Balance at end of financial year	-	(102)	(332)	(232)	-	(666)
Carrying amount at 30 June 2025	**7,665**	**669**	**849**	**1,522**	**221,459**	**232,164**
Carrying amount of assets had they been recognised at cost						
Balance at 30 June 2025	**7,665**	**669**	**849**	**1,522**	**221,459**	**232,164**

B2. Intangible assets

	2026	2025
	$'000	$'000
Internally generated intangible assets - at cost		
Work in progress at beginning of financial year	58,717	44,084
Additions during the year	2,255	17,304
Grant income during the year	(28)	(2,671)
Work in progress at end of financial year	**60,943**	**58,717**

Recognition and measurement

For long life projects with costs incurred prior to construction, the criteria for capitalisation of costs incurred during the development phase outlined in AASB 138 Intangible Assets paragraph 57 can be applied to determine the date at which costs can be capitalised.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale
- the intention to complete the intangible asset and use or sell it
- the ability to use or sell the intangible asset
- how the intangible asset will generate probable future economic benefits
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above.

Key estimates and assumptions

Recognition and measurement of intangible assets

MLPL assumed responsibility for the subsea cable, converter stations and connection to existing transmission networks as part of Project Marinus from 1 December 2021. Analysis of the recognition criteria detailed above was undertaken by MLPL and it was determined that the development phase criteria were met as at October 2021. As such, directly attributable costs to create, produce, and prepare the asset to be capable of operating in the manner intended by Management, have been classified as an intangible asset, to the extent they meet the definition, and include intellectual property, licences and other assets.

Intangible assets are tested for impairment whenever there is an indication that the asset may be impaired. Intangible assets with an indefinite life and those not yet available for use are tested for impairment annually (Note B5).

B4. Leases

MLPL assesses whether a contract is or contains a lease, at inception of the contract. MLPL recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with terms of less than 12 months). For these leases MLPL recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

MLPL has leases of office premises, motor vehicles and office equipment.

Key assumption

Lease terms

Lease terms and the potential to exercise options to extend lease terms are assessed at inception of the lease to determine the full lease term and the underlying asset value. The option to extend leases at inception to include the option in the term are based on management assumptions on the future operations of MLPL based on information known at the time.

Right-of-use assets	2026 $'000	2025 $'000
Carrying amount of assets by class:		
Office premises	2,111	1,367
Motor vehicles	420	194
Total carrying amount of right-of-use assets	**2,531**	**1,561**

Reconciliation of right-of-use assets for the year:

	Office premises $'000	Motor vehicles $'000	Total $'000
Carrying amount at 1 July 2025	1,367	194	1,561
Additions	1,375	308	1,683
Depreciation expense	(631)	(82)	(713)
Variable (CPI) remeasurements	-	-	-
Carrying amount at 30 June 2026	**2,111**	**420**	**2,531**

	Office premises $'000	Motor vehicles $'000	Total $'000
Carrying amount at 1 July 2024	1,283	89	**1,373**
Additions	551	151	**702**
Depreciation expense	(467)	(46)	**(514)**
Variable (CPI) remeasurements	-	-	-
Carrying amount at 30 June 2025	**1,367**	**194**	**1,561**

B4. Leases (continued)

Recognition and measurement

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. Subsequent to initial recognition lease assets are measured at cost less accumulated depreciation and any accumulated impairment loss.

Lease assets are depreciated over the shorter of the lease term and the estimated useful life of the underlying asset. Depreciation starts at the commencement date of the lease.

Right of use assets are tested for impairment annually and whenever there is an indication that the asset may be impaired.

Lease liabilities	2026 $'000	2025 $'000
Current lease liabilities	689	470
Non-current lease liabilities	2,056	1,145
Total lease liabilities	**2,745**	**1,615**
Maturity analysis of future lease payments		
Not later than 1 year	819	538
Later than 1 year and not later than 5 years	2,245	1,216
Later than 5 years	-	-
	3,064	1,754
Lease interest	(319)	(139)
Total lease liabilities	**2,745**	**1,615**

MLPL leases an office premises in Hobart with a term of 5 years, and an office in Melbourne with a term of 5 years.

B4. Leases (continued)

Recognition and measurement (continued)

Lease liabilities are initially recognised at the present value of future lease payments.

Subsequent to initial recognition, lease liabilities are measured at the present value of the remaining lease payments. Interest on lease liabilities is recognised in the profit or loss. Lease liabilities are remeasured to reflect changes to lease terms, changes to lease payments and any lease modifications not accounted for as separate leases.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

MLPL remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liabilities are remeasured by discounting the revised lease payments using a revised discount rate
- the lease payments change due to changes in an index or rate or a change in expected payment under guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised leased payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used)
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

B5. Impairment of assets

Recognition and measurement

At each reporting date, MLPL reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets may have suffered an impairment loss. Intangible assets with an indefinite useful life and those not yet available for use are tested for impairment annually. If an indication of impairment exists, the recoverable amount of the asset is estimated to determine the extent of any impairment losses. Where the asset does not generate cash flows that are independent from other assets, MLPL estimates the recoverable amount of the cash-generating unit to which the asset belongs. The recoverable amount is the higher of fair value less costs to sell and value-in-use.

Value in use is calculated based upon management's most recent cash flow forecasts.

Key estimates and assumptions

Impairment testing results

MLPL undertakes an assessment for impairment of all assets at each reporting date. If an indication of impairment exists, an estimate of the recoverable amount for each cash generating unit is made. This estimate is based on the assets value in use, calculated using an estimate of expected future cash flows.

Intangible assets are reviewed annually to ensure they continue to meet the recognition criteria for internally generated intangible assets. MLPL assess the value in use of the intangible asset, calculated using an estimate of expected future cash flows.

MLPL has identified one CGU that comprises the Capital Work In Progress asset (including the procurement of cable, converters, route development and project management) and the Intangible Work In Progress asset (environmental, community and Traditional Owner approvals, project financing, project management and a revenue determination).

There were no impairment events during the 2026 financial year (2025: nil).

Financing MLPL's business

This section highlights the financing of MLPL's business, exposure to risks and how these are managed.

C1. Borrowings

During the year, MLPL entered into a debt facility agreement to support the construction of the Marinus Link project. The debt facility provides total funding capacity of up to circa $3,800 million, including capitalised interest. Conditions apply to the Company's ability to draw down under the debt facility, including under or in connection with the Shareholders' Agreement. Subsequent to year end, the Shareholders approved debt draw down prior to satisfaction of some of these conditions. Until the conditions are fully satisfied, MLPL will meet additional reporting obligations to the shareholders.

An establishment fee of $8.25 million became payable on financial close. In accordance with the facility agreement, the fee was funded under the facility and added to the principal amount outstanding rather than being settled in cash. Interest subsequently accrued on this balance.

As at 30 June 2026, no construction funding had been drawn under the facility. Accordingly, the balance of $8.477 million represents the funded establishment fee together with accrued interest capitalised to the loan balance under the facility agreement.

There are no defaults or breaches as at 30 June 2026.

As the facility is a construction facility, all borrowings under this facility until conversion date are considered to be non-current as there will be no repayment until construction of the project has been finalised.

Borrowings are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method.

Transaction costs and fees that are directly attributable to obtaining debt financing and are considered integral to the effective interest rate of the borrowing are included in the measurement of the financial liability. Where such costs are incurred prior to the initial recognition of the related debt, they are recognised as deferred borrowing costs until the borrowing is drawn.

	2026 $'000	2025 $'000
CEFC facility	8,477	-
Total Borrowings	**8,477**	**-**

C2. Notes to the statement of cash flows

(a) Reconciliation of cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents includes cash on hand and in banks.

Cash and cash equivalents at the end of the financial year, as shown in the statement of cash flows, is reconciled to the related items in the balance sheet as follows:

	2026 $'000	2025 $'000
Cash at bank	183,892	88,339
	183,892	**88,339**

Recognition and measurement

Cash and cash equivalents are highly liquid cash investments with maturity less than 3 months and comprise cash on hand, cash in banks and investments in money market instruments, net of outstanding bank overdrafts. Cash and cash equivalents are carried at face value of the amounts deposited. The carrying amounts of cash and cash equivalents approximate net fair value.

(b) Non-cash financing activities

During the year MLPL entered into six new leases which resulted in the recognition of right-of-use assets of $1.863m (2025: $0.702m) and a corresponding lease liability of $1.863m (2025: $0.702m).

During the year, MLPL recognised a $24.0 million equity-settled share-based payment in accordance with AASB 2 in relation to additional Tasmania Funding applied against Tasmania's shareholder funding obligations under the revised Shareholders Agreement. The amount was recognised as an expense with a corresponding credit to the contributed equity.

C3. Financial instruments

(a) Classification and fair value measurement of financial instruments

Comparison between carrying amount as disclosed in the statement of financial position and their fair value at the end of the previous financial year

		2026					
		Carrying amount			Fair value		
	Note	Hedging instrument	At amortised cost	Other liabilities	Level 1	Level 2	Level 3
		$'000	$'000	$'000	$'000	$'000	$'000
Financial assets measured at amortised cost:							
Cash and cash equivalents	*C2(a)*	-	183,892	-	N/A	N/A	N/A
Trade and other receivables	*E1*	-	2,044	-	N/A	N/A	N/A
Financial assets measured at fair value:							
Commodity options (at fair value through P&L)	*E2*	673	-	-	-	673	-
Total financial assets		673	185,936	-	-	673	-
Financial liabilities measured at amortised cost:							
Trade and other payables	*E4*	-	-	27,398	N/A	N/A	N/A
Borrowings	C1	-	8,477	-	N/A	N/A	N/A
Financial liabilities measured at fair value:							
FX forward contracts (at fair value through comprehensive income)	*E5*	65,059	-	-	N/A	65,059	N/A
Total financial liabilities		65,059	8,477	27,398	-	65,059	-

C3. Financial instruments (continued)

Comparison between carrying amount as disclosed in the statement of financial position and their fair value at the end of the previous financial year.

		2025					
		Carrying amount			Fair value		
	Note	Hedging instrument	At amortised cost	Other liabilities	Level 1	Level 2	Level 3
		$'000	$'000	$'000	$'000	$'000	$'000
Financial assets measured at amortised cost:							
Cash and cash equivalents	*C2(a)*	-	88,339	-	N/A	N/A	N/A
Trade and other receivables	*E1*	-	684	-	N/A	N/A	N/A
Financial assets measured at fair value:							
FX forward contracts (at fair value through comprehensive income)	*E2*	83,709	-	-	-	83,709	-
Commodity options (at fair value through P&L)	*E2*	551	-	-	-	551	
Total financial assets		84,260	89,023	-	-	84,260	-
Financial liabilities measured at amortised cost:							N/A
Trade and other payables	*E4*	-	-	13,165	N/A	N/A	N/A
Financial liabilities measured at fair value:							
Commodity swap contracts (at fair value through comprehensive	*E5*	1,868	-	-	-	1,868	-
Commodity options (at fair value through P&L)		934	-	-	-	934	-
Total financial liabilities		2,802	-	13,165	-	2,802	-

C3. Financial instruments (continued)

Fair value of financial instruments

The carrying amount of financial instruments are recorded in the financial statements at their fair value.

Fair value estimates of derivatives are based on relevant market information and information about the financial instruments which are subjective in nature. The fair value of these financial instruments is determined using widely accepted valuation techniques including discounted cash flow analysis on the expected cash flows of each derivative. This analysis reflects the contractual terms of the derivatives, including the period to maturity, and uses observable market-based inputs, including interest rate curves, spot and forward rates, as well as option volatility.

To comply with the provisions of AASB 13, MLPL incorporates credit valuation adjustments to appropriately reflect both its own nonperformance risk and the respective counterparty's nonperformance risk in the fair value measurements. In adjusting the fair value of its derivative contracts for the effect of nonperformance risk, MLPL has considered the impact of netting and any applicable credit enhancements, such as collateral postings, thresholds, mutual puts, and guarantees.

Although MLPL has determined that the majority of the inputs used to value its derivatives fall within Level 2 of the fair value hierarchy, the credit valuation adjustments associated with its derivatives utilise Level 3 inputs, such as estimates of current credit spreads to evaluate the likelihood of default by itself and its counterparties. However, as of 30 June 2026, MLPL has assessed the significance of the impact of the credit valuation adjustments on the overall valuation of its derivative positions and has determined that the credit valuation adjustments are not significant to the overall valuation of its derivatives. As a result, MLPL has determined that its derivative valuations in their entirety are classified in Level 2 of the fair value hierarchy.

C3. Financial instruments (continued)

Derivative financial instruments

MLPL enters into derivative financial instruments to manage its exposure to foreign exchange rate and commodity risks arising from its operations.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether or not the derivative is designated for hedge accounting.

The fair value of a hedging instrument is presented as current or non-current based on the timing of the contractual cash flows, with cash flows expected to be realised or settled after 12 months classified as non-current and cash flows expected to be realised or settled within 12 months classified as current.

Foreign currency transactions

Realised and unrealised gains and losses on foreign currency exposures are brought to account in the year to which they apply. Transactions in foreign currencies are initially recorded in Australian dollars by applying the exchange rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at balance date are translated to Australian dollars at exchange rates in effect at that date. The gains and losses from hedging exposures in MLPL's capital contracts are transferred to the capital WIP accounts to become part of the acquisition cost of the assets.

(b) Financial risk management objectives

Exposures to foreign exchange, commodity, credit, liquidity and interest rate risks arise in the normal course of MLPL's business. Financial instruments and management policies are used by MLPL to manage these risks in a manner that is consistent with MLPL's risk appetite and policies.

Risk management

MLPL's activities expose it to a variety of financial risks, as described below. The Board of Directors and key management have overall responsibility for the establishment and oversight of risk management policies, which are established to identify and analyse the risks faced by MLPL, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the MLPL's activities.

Foreign exchange risk

MLPL is an AUD functional currency entity which incurs a certain portion of its construction costs in EUR, SEK and USD, exposing MLPL to exchange rate fluctuations between AUD and EUR, SEK and USD. MLPL's risk management strategy is to protect the company against adverse fluctuations in foreign exchange rates by using FX forward contracts to reduce its exposure to variability from foreign exchange impacting cash flows arising from MLPL's foreign currency denominated cash flows.

Commodity risk

MLPL is exposed to movements in commodity prices as a result of its major supplier construction contracts. It is MLPL's policy to hedge this exposure in order to provide a level of certainty and to reduce the fluctuations in construction cost throughout the project. This is achieved by entering into commodity derivatives.

C3. Financial instruments (continued)

Credit risk

Credit risk represents the potential loss at reporting date due to the change in fair value of credit exposure to a group of counterparties due to a change in the market perception of credit quality of that exposure, and the potential for credit default i.e. the probability that a counterparty to a financial instrument or contract will not adhere to the terms of the contract when payment is due. MLPL is exposed to credit-related losses in the event of non-performance by counterparties to derivative financial instruments.

Liquidity risk

The liquidity risk management parameters contained in the Treasury Risk Management Policy establishes a framework that has been developed to ensure there are sufficient funds to meet MLPL's financial commitments in a timely manner. It is also associated with planning for unforeseen events which may impact on cash flow and cause pressure on liquidity.

MLPL manages its liquidity risk by regularly reviewing its short term cash flow forecasts to ensure it has sufficient cash to meet its day-to-day operations and by matching the maturity profiles of financial assets and financial liabilities.

Interest rate risk

The objective of MLPL's interest rate risk management policy principle is to manage the potential adverse financial impact from unfavourable movements in interest rates. Nearly all of MLPL's interest rate risk arises from its borrowings. Managing the risk for a regulated asset, against the regulatory allowance, is usually achieved through setting an interest rate exposure profile for a benchmark debt portfolio aligned to the regulatory regime within which MLPL operates.

(c) Hedging instruments

MLPL enters into FX forward and commodity swap contracts to manage its exposure to foreign exchange rate and commodity risks arising from its operations. These hedges are accounted for as cash flow hedges.

	Units	Outstanding notional at period end	Average strike rate	Units
FX forwards	EUR	426,588,639	0.5329	EUR-AUD
	USD	11,094,308	0.6567	USD-AUD
	SEK	1,106,057,586	6.0275	SEK-AUD
Commodity options	Brent barrels	100,000	USD 100.00	per barrels

C3. Financial instruments (continued)

(d) Maturities of financial liabilities

Contractual maturity analysis - for derivative liabilities as at balance sheet date

The tables below analyse the group's financial liabilities into relevant maturity groupings based on their contractual maturities for net and gross settled derivative financial instruments the amounts disclosed in the table are the contractual undiscounted cash flows.

		0 to 1 year	1 to 2 years	2 to 5 years	5+ years	Total
FX forwards	EUR	93,287,313	151,787,246	555,375,084	-	800,449,643
	USD	9,421,908	4,024,031	3,447,060	-	16,892,999
	SEK	164,939,642	-	18,563,465	-	183,503,107
Commodity options		-	-	802,713	-	802,713

Recognition and measurement

Hedge accounting

MLPL designates hedges of a particular risk associated with the cash flows of recognised assets and liabilities and highly probable forecast transactions as cash flow hedges.

At the inception of the hedge relationship, MLPL documents the relationship between the hedging instrument and the hedged item along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge, and on an ongoing basis, MLPL documents whether a hedging relationship meets the hedge effectiveness requirements under AASB 9 and whether there continues to be an economic relationship between the hedged item and the hedging instrument.

C3. Financial instruments (continued)

Cash flow hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated under the heading of Cash flow hedge reserve. The gain or loss relating to the ineffective portion is recognised immediately within the profit or loss.

Amounts previously recognised in other comprehensive income are reclassified to earnings in the periods when the hedged item is recognised in profit and loss. These earnings are included within the same line of the Consolidated Income Statement as the recognised hedged item. However, when the hedged forecast transaction results in the recognition of a non-financial asset or a non-financial liability, the gains and losses previously recognised in other comprehensive income and accumulated in equity are transferred from equity and included in the initial measurement of the cost of the nonfinancial asset or non-financial liability.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer meets the criteria for hedge accounting. Any gain or loss recognised in the cash flow hedge reserve remains in equity and is recognized in profit or loss when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised immediately in profit or loss.

Certain derivative instruments do not qualify for hedge accounting. Changes in the fair value of any derivative instrument that does not qualify for hedge are recognised immediately in profit or loss.

MLPL equity

This section provides information on MLPL's owners and the transactions with MLPL's owners.

D1. Accumulated losses

	2026 $'000	2025 $'000
Balance at beginning of financial year	(45,383)	(14,366)
Net loss for the year	(70,099)	(31,017)
Balance at end of financial year	**(115,482)**	**(45,383)**

Accumulated losses comprise the transfer of net profit or loss for the year.

D2. Reserves

	2026 $'000	2025 $'000
Asset revaluation reserve	2,291	2,291
	2,291	2,291

Asset revaluation reserve

Balance at the beginning of financial year	2,291	2,291
Revaluation increase (decrease) on land and buildings	-	-
Change in deferred tax liability on revaluation	-	-
Balance at end of financial year	**2,291**	**2,291**

The asset revaluation reserve comprises revaluation increments and decrements arising from property, plant and equipment, measured at fair value in accordance with applicable Australian Accounting Standards.

	2026 $'000	2025 $'000
Cash flow hedge reserve	(2,656)	57,322
	(2,656)	57,322

Cash flow hedge reserve

Balance at the beginning of financial year	57,322	-
Gain/(loss) recognised in equity	(84,586)	81,930
Deferred tax liability arising on hedges	24,608	(24,608)
Balance at end of financial year	**(2,656)**	**57,322**

The hedging reserve represents the effective portion of gains and losses arising from hedging relationships. Cumulative gains or losses recognised in the hedging reserve are reflected in the profit or loss.

D3. Contributed equity

	2026 $'000	2025 $'000
813,761,348 ordinary shares fully paid at $1 per share (2025: 402,815,276 ordinary shares fully paid at $1 per share)	813,762	402,816
	813,762	**402,816**

	Number of shares '000	Contributed equity $'000
Equity contributions from Commonwealth of Australia	398,744	197,380
Equity contributions from State of Victoria	311,518	134,138
Equity contributions from State of Tasmania	103,500	71,298
	813,762	**402,816**

On 22 March 2024, MLPL's ownership was transferred to the Commonwealth Government (49%), Victorian Government (38.3%) and Tasmanian Government (12.7%). Upon completion of the transfer of ownership a shareholders' Agreement was executed between MLPL and its new shareholders. The shareholder's Agreement defined the initial equity subscription for each shareholder to achieve the required ownership composition. 167,195,000 shares were issued at $1 per share (each Shareholder has one vote for each fully paid share) in 2024. In 2026, 410,946,072 shares were issued at $1 per share, taking the total to 813,761,348 shares. Any combination of the Shareholders have the ability to jointly control, and all can effect significant influence over the company.

Other assets and liabilities

This section provides information on the other assets and liabilities of MLPL.

E1. Trade and other receivables

	2026 $'000	2025 $'000
Current:		
Accrued revenue	13	-
GST receivable	2,031	684
	2,044	**684**

E2. Financial assets

	2026 $'000	2025 $'000
Current:		
FX forward contracts	-	83,709
	-	**83,709**
Non-current:		
Commodity options	673	551
	673	**84,260**

E3. Other assets

	2026 $'000	2025 $'000
Current:		
Prepayments	28,838	1,202
Other	342	93
	29,180	1,295
Non-current:		
Deferred borrowing costs	9,759	-
	9,759	**-**

Deferred borrowing costs

Deferred borrowing costs comprise annual facility administration fees and other financing costs paid in advance in relation to the syndicated financing facility.

Management has assessed the annual facility administration fee as being integral to the effective interest rate of the borrowing under AASB 9. To the extent the fee is paid prior to the recognition of the related borrowing, the amount is recognised as a deferred borrowing cost and will be incorporated into the carrying amount of the financial liability when the relevant debt is drawn.

E4. Trade and other payables

	2026 $'000	2025 $'000
Current:		
Trade payables	2,475	1,705
Accrued payables	24,923	11,460
	27,398	**13,165**

Recognition and measurement

Trade payables and other accounts payable, including accruals for accounts not yet billed, are recognised when obligations to make future payments have occurred for goods received or services provided. Due to their short-term nature they are not discounted.

E5. Financial liabilities

	2026 $'000	2025 $'000
Current:		
Commodity swap contracts	-	1,868
Commodity options	-	934
FX forward contracts	22,964	-
	22,964	**2,802**
Non-current:		
FX forward contracts	42,095	-
	42,095	**-**
	65,059	**2,802**

FX forward contracts

The value of FX forward contracts at the end of each reporting period are recognised in the statement of financial position as either an asset or a liability. The value reflects the projected future cash flows (discounted) on the derivative contract. The other side of the derivative valuation net of tax effect is reflected in the Cash flow hedge reserve (note D2).

E6. Other financial liabilities

	2026 $'000	2025 $'000
Current:		
Future equity contributions - Tasmanian Government	-	8,178
	-	8,178
Non-current:		
Future equity contributions - Tasmanian Government	-	-
	-	-
Total other financial liabilities	-	**8,178**

Tasmania equity contributions

Within MLPL's Shareholders' Agreement, an initial subscription process is defined and includes an initial subscription amount payable by each Shareholder. While Commonwealth and Victorian governments paid cash, the Shareholders' Agreement allows for the funds previously provided by the Tasmanian government to be applied against its funding obligations. The Tasmanian Government was able to use the funds they had already contributed to MLPL via an existing intercompany loan ($79m). At separation in March 2024, an intercompany loan was forgiven by TasNetworks and a new financial liability of $79m was recognised for the future equity contributions of the Tasmanian government. $29.6m was recognised as the Tasmanian Government's initial subscription on completion with the balance recognised as an other financial liability. In 2025, a further $41.7m was recognised as equity contributions from the Tasmanian Government, with the remaining $32.2m recognised during 2026.

MLPL people

This section provides information relating to a range of employment and post-employment benefits provided to MLPL's people.

F1. Employee benefits

	2026 $'000	2025 $'000
Current:		
Annual leave	1,188	969
Long service leave	178	205
Other employee benefits	32	36
	1,398	1,210
Non-current:		
Long service leave	327	268
Other employee benefits	59	48
	386	316
	1,784	**1,526**

Recognition and measurement

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave, when it is probable that settlement will be required and they are capable of being measured reliably. The provision represents the amount that MLPL has an obligation to pay resulting from employees' services provided up to the balance date.

Liabilities recognised in respect of short-term employee benefits, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Liabilities recognised in respect of long-term employee benefits are measured at the present value of the estimated future cash outflows to be made by MLPL in respect of services provided by employees up to reporting date. These amounts are discounted to determine their present value.

F1. Employee benefits (continued)

Salaries, annual and long service leave

Annual leave and long service leave provisions are classified as current where the company does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date. This does not imply that there is an expectation that the current provision will be paid out within the next twelve months.

Movements to these provisions are included in the cost of labour and charged directly to capital jobs or cost centres, and correspondingly, the provisions absorb the cost when employees utilise their benefits.

Key estimates

Long service leave

The long service leave provision requires Management judgement of the key assumptions including:

- The long service leave provision requires management judgement of the key assumptions including:
- future increases in salaries and wages;
- future on-cost rates;
- experience of employee departures and periods of service; and
- application of an appropriate discount rate where liabilities are more than 12 months due.

Termination payments

Termination payments are calculated in accordance with the relevant employee agreements. Provisions are made when it is probable that settlement will be required and they are capable of being measured reliably.

Sick leave

No provision for sick leave is allowed for in the financial statements as sick leave is non-vesting and employee benefits only exist when employees become sick.

Accumulation superannuation plans

MLPL makes contributions for employees to an accumulation superannuation plan in accordance with the *Commonwealth's Superannuation Guarantee (Administration) Act 1992*. Contributions are expensed when incurred.

Commitments

This section contains information about the commitments MLPL has made.

G1. Contingent liabilities and contingent assets

Contingent liabilities

In 2019 Project Marinus received a grant of $10.0m to support project work on the feasibility study. Upon operationalization of MLPL on 1 December 2021, the terms and conditions of this grant, including certain conditions that would trigger a possible recoupment of funds were novated to MLPL. At 30 June 2026, there is evidence of a potential trigger of a clause that would allow for recoupment of funds, MLPL has engaged with the funder around conditions to allow retention of the grant funds. At the date of this report, these communications are ongoing and MLPL believes it is unlikely there will be the requirement for MLPL to repay any grant funds under this agreement and as a result no liability has been recognised.

On 24 June 2026 MLPL received a claim of approximately $4 million from a contractor relating to external delay impacts. While the claim is still under assessment, it is under materiality thresholds in terms of potential financial outcomes, and the assessment and potential response have not progressed sufficiently to recognise a liability at this time. Claims of this nature arise from time to time in the course of delivering large infrastructure projects.

Unless disclosed in Note H3, no other potential significant claims related to property loss, personal injury, contractual and other matters were outstanding at the date of publication of these accounts.

G2. Commitments for expenditure

	2026 $'000	2025 $'000
Capital expenditure commitments:		
Intangible assets		
Within one year	606	2,803
One year or later and no later than five years	57	76
Greater than five years	-	-
	663	**2,879**
Property, plant and equipment		
Within one year	603,421	270,186
One year or later and no later than five years	1,812,412	1,388,825
Greater than five years	-	-
	2,415,833	**1,659,011**

H1. Auditor's remuneration

	2026 $'000	2025 $'000
Amounts received, or due and receivable:		
Audit of financial statements	60	58
	60	**58**

H2. Related party and key management personnel disclosures

Related party transactions

During the year, an entity that is a related party of a director of the Company, provided consulting services. Fees paid during the year amounted to $461,875 (2025: Nil).

Key management personnel compensation

The aggregate compensation to key management personnel of MLPL is set out below:

Benefits paid	Director remuneration		Executive remuneration		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Short-term employee benefits	713	501	4,800	4,814	**5,513**	**5,316**
Post-employment benefits	86	55	200	153	**286**	**208**
Other long-term employment benefits	-	-	(104)	167	**(104)**	**167**
Termination benefits	-	-	421	484	**421**	**484**
	799	556	5,317	5,618	**6,116**	**6,175**

For Director remuneration, short-term employment benefits includes Director fees, Committee fees and other benefits. Post employment benefits represents superannuation contributions.

For Executive remuneration, short-term employment benefits includes base salary, vehicles, other benefits and other non-monetary benefits. Post-employment benefits represents superannuation contributions and other long-term employee benefits includes leave movements.

Termination benefits include all forms of benefit paid or accrued as a consequence of termination, including leave entitlements paid out on termination.

Some executives are not employees, they provide services under service agreements. Remuneration levels for key management personnel of MLPL are competitively set to attract and retain appropriately qualified and experienced Executives. The remuneration and salary review structure takes into account the capability and experience of the relevant Executive and the achievement of measurable organisational and individual goals.

The employment terms and conditions of the remaining senior executives are contained in individual employment contracts, which prescribe total remuneration, superannuation, annual and long service leave, vehicle and salary sacrifice provisions. In addition, MLPL provides non-monetary benefits and contributes to post-employment superannuation plans to senior executives employed under an individual employment contract.

The performance of each senior executive, including the CEO, is reviewed annually and includes a review of their remuneration package or contract.

No key management personnel appointed during the period received a payment as part of their consideration for agreeing to hold the position.

H2. Related party and key management personnel disclosures (continued)

Acting arrangements

When members of key management personnel are unable to fulfil their duties, consideration is given to appointing other members of senior staff to their position during their period of absence.

Individuals are considered members of key management personnel when acting arrangements are for a period of more than one month.

H3. Subsequent events

On 1 July 2026, Marinus Link Holding Company Pty Ltd was incorporated and became the parent company of Marinus Link Pty Ltd. The Commonwealth, the State of Victoria and the State of Tasmania own Marinus Link Holding Company Pty Ltd such that there was no change in the ultimate ownership interests in respect of Marinus Link Pty Ltd.

Subsequent to year end, MLPL received shareholder approval to enable drawdown under the debt facility agreement. Refer Note C1.

Subsequent to year end, MLPL has received one claim relating to administration of major package contracts. This claim has not yet been assessed or had legal advice obtained. Claims of this nature arise from time to time in the course of delivering large infrastructure projects, and at the time of signing the financial statements no liability has been provided for as insufficient information is available.

H4. Changes in accounting policies

As a for-profit private sector entity with no 'public accountability' as defined in AASB 1053 *Application of Tiers of Australian Accounting Standards*, MLPL is eligible to apply the 'Tier 2' reporting framework under *Australian Accounting Standards*.

Accounting standards and amended pronouncements adopted

In the current year, MLPL has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period.

MLPL has adopted the following relevant standards:

AASB amendment	Affected standard	Nature of change to accounting policy
AASB 2023-5	Amendments to Australian Accounting Standards – Lack of Exchangeability	Amends *AASB 121 The Effects of Changes in Foreign Exchange Rates* by specifying how to assess whether a currency is exchangeable and how to determine the exchange rate when it is not. There is no impact to MLPL for the year ended 30 June 2026.

Directors' declaration

MARINUS LINK

Marinus Link Pty Ltd
PO Box 721
Hobart, TAS 7001

Directors' declaration – for the year ended 30 June 2026

In the Directors' opinion:

a) the attached financial statements and notes comply with the Shareholders' Agreement, the Australian Accounting Standards and other mandatory professional reporting requirements;

b) the attached financial statements and notes give a true and fair view of Marinus Link Pty Ltd's financial position as at 30 June 2026 and of its performance for the financial year ended on that date; and

c) there are reasonable grounds to believe that Marinus Link Pty Ltd will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Board of Directors.

On behalf of the Directors

Signed by:
8ADE380B5EEF427...
S Gamble
Chair
21 August 2026

Signed by:
95F6CAC7513D418...
J Rossouw
Director
21 August 2026



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