2025 - 2026

Annual Report

AURIZON®

Contents

Our vision

To be the first choice for bulk commodity transport solutions.

Our purpose

To grow regional Australia by delivering bulk commodities to the world.

Our values

SAFETY
We know safe, we choose safe.

PEOPLE
We seek diverse perspectives.

INTEGRITY
We have the courage to do the right thing.

CUSTOMER
We strive to be the first choice for customers.

EXCELLENCE
We set and achieve ambitious goals.

FY2026 in review

Result summary (Underlying and statutory operations)[1]

($M)	FY2026	FY2025[1]	VARIANCE	VARIANCE %
Total revenue and other income	4,194	3,952	242	6%
Statutory total revenue and other income	4,167	3,989	178	5%
EBITDA	1,724	1,576	148	9%
Significant items and Timing differences	(101)	(43)	(58)	(135%)
— Asset impairment — Coal NSW CGU	(54)	–	(54)	–
— Technology upgrade	(19)	–	(19)	–
— Transformation costs	(1)	(23)	22	96%
— Proceeds from settlement of legal matters	–	37	(37)	–
— Goodwill impairment — Bulk	–	(57)	57	–
— Timing differences — Network Revenue[1]	(27)	–	(27)	–
EBITDA Statutory	1,623	1,533	90	6%
EBIT	985	844	141	17%
EBIT Statutory	884	801	83	10%
NPAT	433	348	85	24%
NPAT Statutory	362	303	59	19%
Free cash flow[2]	573	518	55	11%
Final dividend (cps)	10.5	6.5	4.0	62%
Total dividend (cps)	23.0	15.7	7.3	46%
Earnings per share (cps)[3]	25.2	19.5	5.7	29%
Earnings per share Statutory (cps)	21.1	16.9	4.2	25%
Return on invested capital (ROIC)[4]	9.5%	8.1%	1.4ppt	–
EBITDA margin	41.1%	39.9%	1.2ppt	–
Operating ratio	76.5%	78.6%	2.1ppt	–
Above Rail Tonnes (m)	250.5	247.5	3.0	1%
Gearing (net debt / (net debt + equity))	57.0%	56.2%	(0.8ppt)	–

A reconciliation between Underlying Earnings (a non-statutory measure) and Statutory Earnings is provided on Page 11.

Overview

Group EBITDA[1] increased by $148m (9%) to $1,724m:

- Network EBITDA increased by $74m (8%) driven by higher regulatory revenue, partly offset by increased operating costs.
- Coal EBITDA increased by $13m (2%) driven by price indexation (partially offset by customer mix), flat unit costs and net access/fuel benefits.
- Bulk EBITDA increased by $64m (38%) driven by customer growth and the non-recurrence of prior year doubtful debt provisions, more than offsetting major customer start-up costs and net fuel under-recovery.
- Other EBITDA decreased by $3m (4%) with the non-recurrence of settlement of legal matters in the prior year partly offset by an improved Containerised Freight contribution.

Net Profit After Tax increased by 24% (to $433m). Supported by the cancellation of shares from buyback programs, earnings per share increased by 29% (to 25.2c).

A final dividend 10.5cps (90% franked) is declared, representing a payout ratio of 90% of underlying NPAT. Total dividend for FY2026 was 23.0cps, up 46% compared to the prior year.

An on-market buy-back of $250m was completed during FY2026, with 67,136,705 shares purchased (at an average price of $3.72) and subsequently cancelled, representing 3.8% of issued capital.

Outlook

Group underlying EBITDA for FY2027 is expected to be in the range of $1,725 – $1,775m. Full year dividends expected to be 23.0 – 24.0 cents per share. Non-growth capex is expected to be $590m – $660m (including ~$25m of transformation capital) and growth capex is expected to be $70m – $120m.

Key assumptions:

- Network: EBITDA expected to be higher than FY2026, reflecting increased regulatory revenue (including the final recognition in underlying earnings of prior-year revenue cap adjustments), partly offset by higher direct costs.
- Coal: EBITDA expected to be lower than FY2026, reflecting reduced contracted volumes and yield, with hauled volumes expected to be broadly flat.
- Bulk: EBITDA expected to be higher than FY2026 driven by full year contributions from new customer growth and non-recurrence of one-off costs, offset by reduced iron ore volumes in South Australia.
- Other: EBITDA expected to be higher than FY2026 with Containerised Freight expected to break-even (on an EBITDA basis).
- No significant disruptions to supply chains and customers.

1 From FY2026 to align revenue recognition with the cost of operating (and maintaining) the Central Queensland Coal Network (CQCN), Network revenue timing differences, being the estimated future period revenue cap, is recognised in underlying revenue. No restatement has been undertaken in pcp for Network revenue timing differences. Impact on underlying earnings would be +$51m pre-tax (+$36m post-tax) in FY2025.

2 Free Cash Flow defined as net cash flow from operating activities, less non-growth capex and less interest paid. It does not include growth capex (FY2026: $146m, FY2025: $107m), payments for acquisitions (FY2026: $nil, FY2025: $25m) and cash flows from significant items (FY2026: ($30m), FY2025: $26m).

3 Calculated on weighted average number of shares on issue — 1,717m for FY2026 and 1,789m for FY2025. Reduction in share count due to the cancellation of shares as a result of buyback programs.

4 ROIC is defined as underlying rolling twelve-month EBIT divided by the average invested capital. The average invested capital is calculated as the rolling twelve-month average of net assets (excluding cash, borrowings, current and deferred tax balances, derivative financial assets and liabilities).

Chairman's report

Dear fellow shareholders

Aurizon fulfils a critical role in transporting bulk freight across the nation and helping get exports vital to Australia's economic success to external markets. Taking on the role of Chairman this past financial year has provided an opportunity to engage more deeply with our business, our customers, our employees and our shareholders. What stands out most is the capability of our people, quality of Aurizon's assets and the strength of the market positions we have built over many years.

FY2026 was a year in which Aurizon demonstrated the strength of that foundation. Strategic investments made over recent years, especially in our Bulk division, translated into stronger earnings, improved cash flow and increased returns to shareholders.

Underlying Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) for FY2026 was $1,724 million, an increase of 9% on FY2025. Earnings per share increased over 29% to 25.2 cents per share. Importantly, our Bulk division delivered a 38% increase in EBITDA.

Total dividends for FY2026 were 23 cents per share at an increased 90% pay-out ratio. During the year, Aurizon also completed a share buy-back program and returned a further $250 million to shareholders. Over the past four years, shareholders have received approximately $1.8 billion through dividends and share buy-backs.

These outcomes have been achieved from strong cash flow generation allowing a prudent approach to capital management, while preserving the Company's strong investment grade balance sheet.

Several important milestones were achieved during the year.

The commencement of operations for BHP Copper South Australia marked a significant step in the evolution of Aurizon's Bulk business. The contract demonstrates the value created through our investments in rail infrastructure, terminals and port assets across South Australia and the Northern Territory. More broadly, it highlights Aurizon's growing capability to deliver integrated logistics solutions across multiple transport modes and commodity supply chains for a large and sophisticated customer.

The Board was also encouraged by progress in the Company's Containerised Freight business. During the year, Aurizon secured new customer commitments with leading global logistics partners CEVA Logistics and NYK for the transportation of automobiles into and around Australia. These developments provide further evidence that investments made in recent years are creating new opportunities for growth and diversification in our business.

The Company also completed its review of Aurizon Network's ownership structure. Following a comprehensive assessment of strategic and capital management alternatives, the Board concluded that retaining 100% ownership of Network remains the option most likely to maximise long-term value for shareholders.

During the year, Aurizon also received an encouraging preliminary assessment from the Queensland Competition Authority in relation to the proposed UT5+ Access Undertaking for the Central Queensland Coal Network to operate for ten years from 1 July 2027. While the regulatory process remains ongoing, the assessment provides a pathway towards final approval and a framework that is expected to provide long-term certainty for customers while supporting appropriate returns from one of Australia's most significant transport infrastructure assets.

While it was a strong year, it is important that we remain focused on the challenges that lie ahead. Commodity markets continue to evolve, customer production profiles change over time, competition remains strong and inflationary pressures remain present across the economy. For example, we know that due to changing market conditions our Coal business faces a reduction in contracted tonnes. We are proactively tackling this challenge by redeploying capacity and taking structural cost out of the business.

As Australia's supply chains face these changing market conditions, we will continue to improve productivity, allocate capital carefully and prudently seek new opportunities for growth. For example, the role that technology can play in Aurizon's future remains under active review with AI and data science helping improve productivity and the way we operate assets such as rollingstock and track infrastructure.

We remain committed to optimising our established Coal and Network businesses while building greater exposure to bulk commodities, agriculture, critical minerals and containerised freight. In doing so, we are creating a more diversified business focused on growing earnings and generating sustainable returns across market cycles.

As this is my first report as Chairman, I would like to acknowledge Tim Poole's significant contribution to Aurizon over more than 10 years. During his tenure as Chairman, Tim helped guide the Company through a period of considerable transformation, investment and portfolio evolution. On behalf of the Board and shareholders, I thank Tim for his leadership and commitment to the business over many years.

Board renewal also continued during the year with the appointment as Non-Executive Directors of former infrastructure operational and financial executive Amanda McMillan OBE from 1 January 2026 and former rail and port executive Andrew Adam effective 1 July 2026.

The Board also welcomed Ian Wells as Chief Financial Officer and Group Executive Strategy during the year. Ian brings extensive experience across infrastructure, resources and capital markets and joins Aurizon at an important point in the Company's development.

I would also like to acknowledge the commitment of our employees across Australia. Their professionalism and focus on safe and efficient operations for all our customers remain the cornerstone of Aurizon's success.

Finally, I thank our shareholders for your ongoing confidence and support.

Timothy Longstaff

Chairman
17 August 2026

Managing Director & CEO's report

Dear fellow shareholders

Every outcome we deliver as a company depends on our ability to operate safely. For that reason, safety remains the first topic I address with shareholders each year.

Protecting our people and the communities in which we operate remains our most important responsibility. We are committed to continuous improvement and remain focused on critical controls, leadership visibility and a culture where safety is everyone's responsibility.

Level crossing safety remains one of the most significant risks facing the rail industry. Too many incidents continue to occur across the national rail network, placing motorists, pedestrians and train crews at risk. We continue to work with governments, industry partners and local communities to promote safer motorist behaviours around rail corridors while advocating for continued investment in education, enforcement and safety infrastructure.

FY2026 was an important year for Aurizon. Several of the strategic decisions made over recent years reached significant milestones, demonstrating the value of our investment in a national footprint and integrated supply chain capabilities.

Performance was supported by contributions from all business units and the result was stronger earnings, improved shareholder returns and continued progress against our long-term objectives.

Our Network business continued to perform strongly. During the year, the proposed UT5+ Access Undertaking for the Central Queensland Coal Network progressed through an important stage of the regulatory process, with the Queensland Competition Authority's preliminary assessment providing a pathway towards final approval.

Coal delivered another solid result underpinned by operational discipline, strong asset utilisation and productivity improvements, contributing significantly to our earnings and cash flow.

Bulk achieved a record result during FY2026 and continues to be a significant growth opportunity for Aurizon.

Containerised Freight also continued to build momentum throughout the year, with higher volumes and improved operational performance across key corridors.

During FY2026, we secured important customer commitments associated with our Darwin corridor and broader containerised freight strategy, demonstrating commercial outcomes from our investment in infrastructure and logistics capability.

They also represent an encouraging step in the development of the landbridging opportunity identified following the acquisition of the Darwin to Tarcoola railway. Together with growing domestic freight volumes, these developments provide further evidence that our strategy is delivering and creating new opportunities for long-term growth.

We remain focused on building a scalable freight platform that provides customers with greater choice and strengthens supply chain resilience.

We remain confident in our enterprise strategy. We will continue to optimise our resilient Coal and Network businesses, expand our position across bulk commodity supply chains and develop a nationally significant containerised freight network.

We recognise that contracts, customer requirements and production profiles evolve over time. Maintaining a competitive service offering, reducing operating costs and optimising asset utilisation will remain essential as market conditions change, and we remain focused on preserving the flexibility that has long been a strength of Aurizon.

Aurizon also progressed its sustainability objectives during FY2026, advancing initiatives to improve fleet efficiency, reduce operational emissions and support the development of future freight technologies. Rail already delivers significant environmental advantages compared with road freight, and we continue to work with customers to maximise those benefits.

As always, my thanks go to our employees across Australia. Their commitment, professionalism and willingness to embrace change have been fundamental to the progress we have achieved.

Together, we have delivered a strong result. More importantly, we have continued to strengthen the foundations for Aurizon's long-term success.

Andrew Harding

Managing Director & CEO
17 August 2026

Directors' report

Aurizon Holdings Limited
For the year ended 30 June 2026

The Directors of Aurizon Holdings Limited present their Directors' Report together with the Financial Report of the Company and its controlled entities (collectively the **Consolidated Entity** or the **Group**) for the financial year ended 30 June 2026 and the Independent Auditors' Report thereon.

This Directors' Report has been prepared in accordance with the requirements of Division 1 of Part 2M.3 of the *Corporations Act*.

Board of Directors

The following people are Directors of the Company, or were Directors during the reporting period:

Timothy Longstaff
(Appointed 1 June 2023)
(Chairman from 16 January 2026, Independent Non-Executive Director).

Andrew Harding
(Appointed 1 December 2016)
(Managing Director & CEO).

Marcelo Bastos
(Appointed 15 November 2017)
(Independent Non-Executive Director).

Amanda McMillan OBE
(Appointed 1 January 2026)
(Independent Non-Executive Director).

Sarah Ryan
(Appointed 1 December 2019)
(Independent Non-Executive Director).

Lyell Strambi
(Appointed 1 December 2019)
(Independent Non-Executive Director).

Samantha Tough
(Appointed 1 September 2023)
(Independent Non-Executive Director).

Tim Poole
(Appointed 1 July 2015)
(Chairman, Independent Non-Executive Director)
(Mr Poole retired from the Board effective 15 January 2026).

Russell Caplan
(Appointed 14 September 2010)
(Independent Non-Executive Director)
(Mr Caplan retired from the Board effective 29 August 2025).

Details of the experience, qualifications, special responsibilities and other directorships of listed companies of each person who was a Director as at 30 June 2026 are set out in the pages following.

Following the reporting period, **Andrew Adam** was appointed as an Independent Non-Executive Director on 1 July 2026.

Timothy Longstaff

Experience: With a career spanning more than 35 years, Mr Longstaff brings a depth of experience in finance, accounting, strategy, acquisitions and divestments, debt and equity capital markets, risk management and investor engagement amongst asset-intensive industrial companies.

Mr Longstaff qualified as a Chartered Accountant with Price Waterhouse before a 25-year career in investment banking at first-tier global firms including JPMorgan and Deutsche Bank in Australia and internationally. In this time, Mr Longstaff was a strategic partner, and advised the Boards and CEOs of leading Australian and global companies on transformational M&A and capital markets transactions.

More recently, Mr Longstaff served as Senior Advisor to a Federal Cabinet Minister in the Trade & Investment and Finance portfolios. Through this experience, he brings global geo-political perspectives and insights into transport and infrastructure policies, the workings of government and regulated assets.

Mr Longstaff is a Non-Executive Director of the ASX-listed Ingham's Group Limited, Nine Entertainment Co. Holdings Limited and also of The George Institute for Global Health. He is a member of the Takeovers Panel.

Qualifications: BEc, FCA, FAICD, FCSI.

Special responsibilities: Chair of Nomination & Succession Committee. Member of Audit, Governance & Risk Committee. Member of People & Remuneration Committee.

Australian Listed Company Directorships held in the past three years: Inghams Group Limited — Non-Executive Director (January 2022 – ongoing); Perenti Limited — Non-Executive Director (August 2021 – April 2026); and Nine Entertainment Co. Holdings Limited (January 2025 – ongoing).

Andrew Harding

Experience: Mr Harding was appointed Managing Director & CEO of Aurizon in December 2016.

Mr Harding has more than 30 years' experience across the resource and rail sectors, as a leader committed to creating sustainable, productive businesses that make meaningful contributions to the community.

Mr Harding has led initiatives to leverage Aurizon's core expertise in heavy haulage and rail infrastructure, and to drive improved safety and operational performance.

Mr Harding champions the role of rail in decarbonising the nation's supply chains, leveraging the environmental, safety and productivity benefits of rail freight for economic and community benefit.

Prior to starting with Aurizon, Mr Harding was the global Chief Executive of Rio Tinto's Iron Ore business with responsibility for managing supply chains for the world's largest integrated portfolio of iron ore assets.

Qualifications: BEng. (Mining Engineering), MBA.

Special responsibilities: Managing Director & CEO of Aurizon. Director of Aurizon subsidiary companies including Aurizon Network Pty Ltd. Member of Safety, Health & Environment Committee.

Australian Listed Company Directorships held in the past three years: None other than Aurizon Holdings Limited.

Marcelo Bastos

Experience: Mr Bastos has more than 35 years of experience globally in the mining industry. He has extensive experience in major project development, operations, logistics and senior leadership in most of the major sectors of the mining industry including iron ore, gold, copper, nickel, zinc and coal.

Previously, Mr Bastos was the Chief Operating Officer of MMG Limited with responsibility for the business in four continents and a member of many of the company's Boards. Before MMG, he spent seven years with BHP Billiton where he served as President Nickel Americas, President Nickel West (based in Perth), and Chief Executive Officer and President of BHP Billiton Mitsubishi Alliance (based in Brisbane).

Mr Bastos also had a 19-year career with Vale in a range of senior management and operational positions in Brazil, including General Manager of Carajas in the northern region and also Director of Non Ferrous — Copper business.

Mr Bastos is currently a Non-Executive Director of Anglo American PLC (where he is Chair of the Global Workforce Advisory Panel), a Non-Executive Director of IGO Limited, Astron Limited and is a Technical Review Board Member of Sumitomo Corporation. He was a Non-Executive Director of Golder Associates from 2017 to 2021 and Iluka Resources Limited (where he was also Chair of the Sustainability Committee) from February 2014 to August 2024.

Qualifications: BEng. Mechanical (Hons), MBA (FDC-MG), MAICD.

Special responsibilities: Non-Executive Director of Aurizon Network Pty Ltd. Chair of Safety, Health & Environment Committee. Member of Nomination & Succession Committee.

Australian Listed Company Directorships held in the past three years: Iluka Resources Limited — Non-Executive Director (February 2014 – August 2024); IGO Limited — Non-Executive Director (July 2024 – ongoing); Astron Limited — Non-Executive Director (July 2026 – ongoing).

Amanda McMillan OBE

Experience: Amanda has extensive governance experience as a Non-Executive Director and Chief Executive Officer across major infrastructure, transport and utilities organisations.

She is currently a Non-Executive Director on the Boards of Perth Airport, Western Sydney International Airport and CHIF Investments, the holding company of Ballarat Water.

Amanda's previous roles include Non-Executive Director of One Rail Australia Pty Ltd (2020-2022), Senior Managing Director within Macquarie Asset Management's infrastructure team (2018-2025) and Chief Executive Officer of AGS Airports Limited, one of the UK's leading airport groups that operates Aberdeen, Glasgow and Southampton airports (2014-2018).

Prior to her career in infrastructure, Amanda worked for the global beverage company Diageo and KPMG in financial and operational leadership roles.

Qualifications: BAcc., CA.

Special responsibilities: Member of Audit, Governance & Risk Management Committee. Member of Safety, Health & Environment Committee. Member of Nomination & Succession Committee.

Sarah Ryan

Experience: Dr Ryan has approximately 30 years of international experience in the oil and gas industry. Initially, Dr Ryan spent 20 years in various technical, operational and senior management positions, including 15 years with Schlumberger Limited both in Australia and overseas. Dr Ryan then spent 10 years as an equity analyst covering natural resources with institutional investment firm Earnest Partners, based in the US.

Dr Ryan currently holds a number of Board roles with ASX-listed entities, including the Chair of Viva Energy Group Limited and as Non-Executive Director of both Transurban Group and Calix Limited. Additionally, Dr Ryan is a Non-Executive Director of Future Battery Industry Cooperative Research Centre, Karting Australia and serves as the Chair of Motorsport Australia's People, Remuneration and Culture Committee. Dr Ryan is a former Non-Executive Director of ASX-listed Woodside Energy Group Ltd, Oz Minerals Limited and Norwegian-listed Akastor ASA.

Dr Ryan is a Fellow of the Australian Academy of Technology and Engineering.

Qualifications: PhD (Petroleum and Geophysics), BSc (Geophysics) (Hons 1), BSc (Geology), FTSE.

Special responsibilities: Chair of Audit, Governance & Risk Management Committee. Member of Safety, Health & Environment Committee. Member of Nomination & Succession Committee.

Australian Listed Company Directorships held in the past three years: Calix Limited — Non-Executive Director (January 2024 – ongoing); Transurban Group — Non-Executive Director (September 2023 – ongoing); Viva Energy Group — Non-Executive Director (June 2018 – March 2026); Viva Energy Group — Chair (June 2018 – March 2026); Woodside Energy — Non-Executive Director (October 2012 – April 2023); and OZ Minerals Limited — Non-Executive Director (May 2021 – May 2023).

Lyell Strambi

Experience: Mr Strambi has a wealth of experience in the aviation sector both in Australia and abroad, spanning 40 years. In June 2022, Mr Strambi concluded his tenure as CEO and Managing Director of Australia Pacific Airports Corporation (APAC). Having been appointed in September 2015, during his time at APAC he was responsible for the operation and development of both the Melbourne and Launceston airports, and for overseeing a direct workforce of 300 staff and assets valued in excess of $10 billion.

Prior to his role at APAC, Mr Strambi was the Chief Executive Officer of Qantas Airways Domestic, a role he held for three years following four years as the airline's Group Executive Operations. Between 2001 and 2008, Mr Strambi was based in London working in senior roles at Virgin Atlantic including Executive Director — Airline Services, followed by six years as Chief Operating Officer.

Mr Strambi is currently a Non-Executive Director of Brisbane Airport Corporation. He is a former Non-Executive Director of APAC, StarTrack Express, Traveland and Southern Cross Distribution Systems, and was President of the Royal Flying Doctors SE.

Mr Strambi is a Graduate and Fellow of the Australian Institute of Company Directors, and a Member of the Australian Institute of Management.

Qualifications: BBus (Accy), FAICD.

Special responsibilities: Chair of Aurizon Network Pty Ltd. Member of People & Remuneration Committee. Member of Nomination & Succession Committee.

Australian Listed Company Directorships held in the past three years: None other than Aurizon Holdings Limited.

Samantha Tough

Experience: Ms Tough has had a distinguished executive and non-executive career with experience in many industry sectors including energy, resources, agriculture, oil and gas, technology, water and engineering.

Ms Tough held the role of Pro Vice Chancellor of Industry and Commercial at the University of Western Australia from July 2019 – August 2026. She is Chair of Horizon Power, and a Director of the Clean Energy Finance Corporation and Rumin8 Pty Ltd.

Ms Tough has experience in the regions of Western Australia and Australia generally, and has served on over 20 boards of listed, private and government entities. She completed a Bachelor of Laws and Bachelor of Jurisprudence at UWA, and moved to the commercial sector early in her career. She has Fellow status with the Australian Institute of Company Directors.

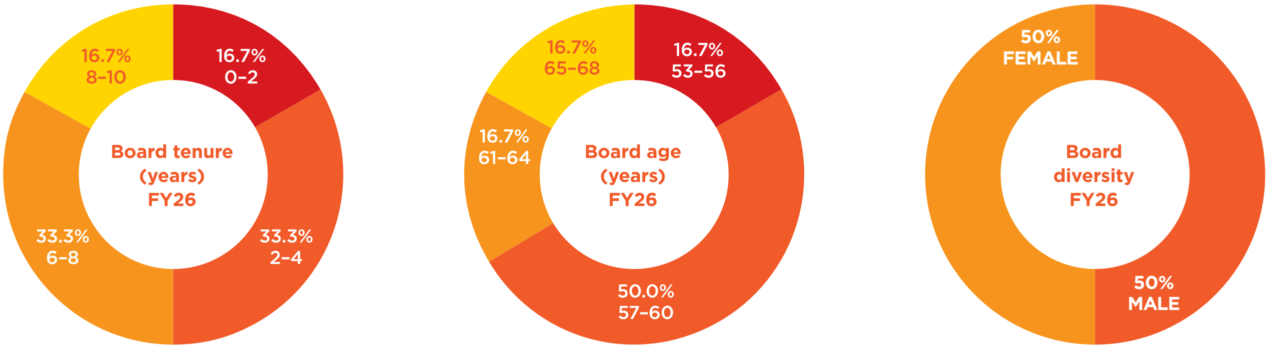
Qualifications: LLB, BJuris, FAICD.

Special responsibilities: Non-Executive Director of Aurizon Network Pty Ltd. Member of Nomination & Succession Committee. Chair of People & Remuneration Committee.

Australian Listed Company Directorships held in the past three years: Fluence Corporation — Non-Executive Director (June 2021 – July 2023).

Directors' report
(continued)

FIGURE 1 — NON-EXECUTIVE DIRECTOR DIVERSITY



Note: This reflects the position as at 30 June 2026.

Company secretary

David Wenck

Mr Wenck was appointed Company Secretary in April 2021. He joined Aurizon in 2010 as Group General Counsel and has more than 30 years' experience in corporate and commercial law. Prior to joining Aurizon, David was a partner in a leading Australian law firm practising in corporate, commercial and competition law.

David holds a Bachelor of Laws with Honours and is a member of the Australian Institute of Company Directors.

Qualifications: LLB (Hons.), GDLP (UTS), MAICD.

Nicole Allder

Ms Allder was appointed Company Secretary in February 2023, having joined Aurizon as a Legal Counsel in 2018. She has more than 20 years' experience in providing in-house legal and company secretariat services. Prior to joining Aurizon, Nicole held positions at ASX-listed companies including General Counsel & Company Secretary at CSG Limited, and Deputy Company Secretary and Legal Counsel at the Virgin Australia Group. Nicole holds a Bachelor of Laws and a Graduate Diploma in Applied Corporate Governance.

Qualifications: LLB, GradDipLP, GradDipACG.

Board skills and experience

The Board considers its Directors collectively have the range of skills, knowledge and experience necessary to direct the Company. The depth of experience held by the current Board members across key skill and experience areas is reflected in the matrix in Figure 2 on the following page.

The Board is an advocate for diversity of thinking and the gender, age and tenure diversity of its Non-Executive Directors is depicted in Figure 1.

In instances where the Board recognises additional experience in a particular area would be beneficial to the Board's performance, the Board takes the approach of enhancing its experience in those areas, including through development opportunities such as conducting site visits, receiving further briefings from management and third parties, or undertaking workshops.

In identifying and selecting potential new Directors, the Skills Matrix assists in identifying the experience and skills that will best equip the Board to fulfil its role.

FIGURE 2 — BOARD SKILLS AND EXPERIENCE

Significant skills and experience in all or most aspects — Not a competency or area of experience

CATEGORY	DESCRIPTION	SKILLS AND EXPERIENCE MIX
1. Leadership	Both senior executive and non-executive director experience with a significant listed or private company.	
2. Strategy	Experience developing, assessing and executing strategic plans to drive long-term growth and transformation.	
3. Industry experience	Experience as a senior executive or advisor to a transport business, a regulated infrastructure business, or a business involved in bulk supply chains.	
4. Transactions and capital markets	Experience in completing significant corporate transactions, equity/debt capital markets and capital management.	
5. Customer and business development	Experience in business development and developing customer-focused strategies with a detailed knowledge of Aurizon's customer base.	
6. Technology	Experience in managing and protecting information, identifying emerging or disruptive technologies, and in critically assessing technology projects.	
7. People and culture	Experience in employee relations strategies, governing executive remuneration frameworks for listed companies, and overseeing workplace culture and safety.	
8. Sustainability	Experience in climate exposed industries, transition strategies and emerging technologies or sources of energy.	
9. Government, industry and community	Experience working with government, government departments, relevant industry associations and community stakeholders.	
10. Financial expertise	Qualifications or experience in accounting or financial reporting, and in assessing related reporting and internal controls.	
11. Risk management	Experience in overseeing risk frameworks and controls, and in identifying and monitoring key risks and controls and the effectiveness of risk and compliance functions.	
12. Governance	Knowledge and experience of high standards of corporate governance for listed companies.	

Note: This reflects the position as at 30 June 2026.

Directors' report
(continued)

TABLE 1 — DIRECTORS' MEETINGS AS AT 30 JUNE 2026

DIRECTOR	AURIZON HOLDINGS BOARD		AUDIT, GOVERNANCE & RISK MANAGEMENT COMMITTEE		PEOPLE & REMUNERATION COMMITTEE		SAFETY, HEALTH & ENVIRONMENT COMMITTEE		NOMINATION & SUCCESSION COMMITTEE	
	A	B	A	B	A	B	A	B	A	B
T Longstaff[1,3]	12	12	7	7	2	2			2	2
T Poole[1,2]	6	6	3	3	2	2			1	1
A Harding[1]	12	12					4	4		
M Bastos	12	12					4	4	3	3
R Caplan[4]	2	2	2	2	2	2				
A McMillan[5]	6	6	4	4			2	2	2	2
S Ryan[6]	12	12	7	7			4	4	3	3
L Strambi	12	12			2	1	2	2	3	3
S Tough	12	12			4	4			2	2

A Number of meetings held while appointed as a Director or Member of a Committee. In addition to the notes below, membership of the Committees was amended on 16 January 2026.
B Number of meetings attended by the Director while appointed as a Director or Member of a Committee.
1 In addition to the meetings above, a Committee of the Board met on two occasions. Membership of the Committee comprised T Poole (August), T Longstaff (February) and A Harding throughout the period.
2 Tim Poole retired from the Board on 15 January 2026.
3 TImothy Longstaff was appointed Board Chair from 16 January 2026, and was also apppointed Nomination & Succession Committee Chair.
4 Russell Caplan retired from the Board on 29 August 2025.
5 Amanda McMillan joined the Board on 1 January 2026.
6 Sarah Ryan was appointed Audit, Governance & Risk Management Committee Chair on 16 January 2026.

TABLE 2 — DIRECTORS' INTERESTS AS AT 30 JUNE 2026

DIRECTOR	NUMBER OF ORDINARY SHARES
T Longstaff	69,850
A Harding	2,975,940
M Bastos	65,947
A McMillan	0
S Ryan	68,000
L Strambi	71,392
S Tough	47,977

Details regarding remuneration and security interests of Directors is set out in the Remuneration Report. Only Mr Harding, Managing Director & CEO, receives performance rights, details of which are set out in the Remuneration Report.

Directors' meetings

The number of Board meetings (including Board Committee meetings) and number of meetings attended by each of the Directors of the Company during the financial year are listed above.

During the year, the Aurizon Network Pty Ltd Board met on five occasions.

Directors' interests

Directors' interests set out in Table 2 are as at 30 June 2026.

Principal activities

The principal activities of entities within the Group during the year were:

Network

This segment manages the provision of access to the CQCN below rail infrastructure, and operation and maintenance of the network.

Coal

This segment provides transport of metallurgical and thermal coal from mines in Queensland and New South Wales to domestic customers and coal export terminals.

Bulk

This segment provides integrated supply chain services, including rail and road transportation, port services and material handling for a range of mining, metal, industrial and agricultural customers throughout mainland Australia. This segment also manages the Tarcoola-to-Darwin below rail infrastructure, the intrastate rail freight network in South Australia, and containerised freight services between Adelaide and Darwin.

Other

This segment includes Containerised Freight, which is not considered a separate reportable segment, as well as other revenue and central costs not allocated such as Board, Managing Director & CEO, Company Secretary, strategy and investor relations.

Review of operations

A review of the Group's operations for the financial year and the results of those operations are contained in the Operating and Financial Review as set out on Pages 10–17 of this report.

Dividends

A final dividend for FY2025 of 6.5 cents per fully paid ordinary share (100% franked) was paid on 24 September 2025 and an interim dividend for FY2026 of 12.5 cents per fully paid ordinary share (90% franked) was paid on 25 March 2026.

Further details of dividends provided for, or paid, are set out in Note 15 to the consolidated financial statements.

Since the end of the financial year, the Directors have declared to pay a final dividend for FY2026 of 10.5 cents per fully paid ordinary share. The dividend will be 90% franked and is payable on 23 September 2026.

State of affairs

In the opinion of the Directors, there were no significant changes in the state of affairs of the Company that occurred during the financial year under review.

Events since the end of the financial year

The Directors are not aware of any events or developments which are not set out in this report or Note 30 of the Financial Report that have, or would have, a significant effect on the Group's state of affairs, its operations or its expected results in future years.

Likely developments

Information about likely developments in the operations of the Group and the expected results of those operations are covered in the Chairman's Report set out on Page 2 of this report and the Managing Director & CEO's Report set out on Page 3 of this report, and at a high level in the outlook provided on Page 1 of this report.

In the opinion of the Directors, disclosure of any further information would be likely to result in unreasonable prejudice to the Group.

CEO and CFO declaration

The Managing Director & CEO and Chief Financial Officer (CFO) have provided a written statement to the Board in accordance with Section 295A of the *Corporations Act.*

With regard to the financial records and systems of risk management and internal compliance in this written statement, the Board received assurance from the Managing Director & CEO and CFO that the declaration was founded on a sound system of risk management and internal control, and that the system was operating effectively in all material respects in relation to the reporting of financial risks.

Indemnification and insurance of officers

The Company's Constitution provides that the Company may indemnify any person who is, or has been, an officer of the Group, including the Directors and Company Secretary, against liabilities incurred while acting as such officers to the maximum extent permitted by law.

The Company has entered into a Deed of Access, Indemnity and Insurance with each of the Company's Directors. No Director or officer of the Company has received benefits under an indemnity from the Company during or since the end of the year.

The Company has paid a premium for insurance for Directors and officers of the Group. This insurance is against a liability for costs and expenses incurred by officers in defending civil or criminal proceedings involving them as such officers, with some exceptions. The contract of insurance prohibits disclosure of the nature of the liability insured against and the amount of the premium paid.

Proceedings against the Company

The Directors are not aware of any current civil litigation proceedings, arbitration proceedings, administration appeals or criminal or governmental prosecutions of a material nature that are not set out in this report or Note 29 of the Financial Report in which Aurizon Holdings is directly or indirectly concerned which are likely to have a material adverse effect on the business or financial position of the Company.

Remuneration report

The Remuneration Report is set out on Pages 27–40 and forms part of the Directors' Report for the financial year ended 30 June 2026.

Rounding of amounts

The amounts contained in this report and in the financial statements have been rounded to the nearest $1,000,000 unless otherwise stated (where rounding is applicable) in accordance with *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183*. The Company is an entity to which the instrument applies.

Non-audit services

During the year, the Company's auditor, Deloitte Touche Tohmatsu (Deloitte), performed other assurance services in addition to the audit of the Financial Report.

The Directors are satisfied that the provision of non-audit services by Deloitte during the reporting period did not compromise the auditor independence requirements set out in the *Corporations Act 2001*.

All non-audit services were subject to the Company's Non-Audit Services Policy and do not undermine the general principles relating to auditor independence set out in APES 110 *Code of Ethics for Professional Accountants* as they did not involve reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, or jointly sharing risks and rewards.

Details of the amounts paid to the auditor of the Company and its related practices for non-audit services, including assurance over the sustainability report, provided throughout the year are as set out below:

	2026 $'000
Other assurance services	
Total remuneration for other assurance services	285
Other services	
Total remuneration for other services	–

Auditor's independence declaration

A copy of the Auditor's Independence Declaration, as required under section 307C of the *Corporations Act*, is set out on Page 41.

The Directors' Report is made in accordance with a resolution of the Directors of the Company.

Timothy Longstaff

Chairman
17 August 2026

Directors' report (continued)
OPERATING AND FINANCIAL REVIEW

Consolidated Results (Underlying results unless stated)

The Group's financial performance is explained using measures that are not defined under IFRS Accounting Standards and are therefore termed Non-IFRS measures. The Non-IFRS financial information contained within this Directors' Report and Notes to the Consolidated Financial Statements has not been audited in accordance with Australian Auditing Standards. The Non-IFRS measures used to monitor Group performance are EBITDA (Statutory, Adjusted and Underlying), EBITDA margin (Statutory and Underlying), EBIT (Statutory, Adjusted and Underlying), NPAT Underlying, Return on Invested Capital (ROIC), Net debt and Net gearing ratios. Each of these measures is discussed in more detail on Page 107.

1. Annual comparison

FINANCIAL SUMMARY

($M)	FY2026	FY2025[1]	VARIANCE
Total revenue and other income	**4,194**	**3,952**	**6%**
Statutory total revenue and other income	**4,167**	**3,989**	**5%**
Operating costs	**(2,470)**	**(2,376)**	**(4%)**
Employee benefits	(1,191)	(1,149)	(4%)
Energy and fuel	(405)	(358)	(13%)
External track access	(166)	(164)	(1%)
Consumables	(691)	(613)	(13%)
Other	(17)	(92)	82%
EBITDA	**1,724**	**1,576**	**9%**
EBITDA Statutory	**1,623**	**1,533**	**6%**
Depreciation and amortisation	(739)	(732)	(1%)
EBIT	**985**	**844**	**17%**
EBIT Statutory	**884**	**801**	**10%**
Net finance costs	(357)	(345)	(3%)
Income tax expense	(195)	(151)	(29%)
NPAT	**433**	**348**	**24%**
NPAT Statutory	**362**	**303**	**19%**
Earnings per share (cps)[2]	25.2	19.5	29%
Statutory earnings per share (cps)[2]	21.1	16.9	25%
Return on invested capital (ROIC)[3]	9.5%	8.1%	1.4ppt
Net cash flow from operating activities	1,496	1,461	2%
Total dividend per share (cps)	23.0	15.7	46%
Gearing (net debt / (net debt + equity))	57.0%	56.2%	(0.8ppt)
Net debt / EBITDA[4]	3.0x	3.3x	0.3x
Net tangible assets per share ($)	2.3	2.3	–
People (FTE)	5,997	5,988	–
Labour costs[5] / Revenue	28.3%	29.0%	0.7ppt

1 No restatement has been undertaken in previous comparative period (pcp), for the year ended 30 June 2025 (FY2025), for Network revenue timing differences. Impact on underlying earnings would be +$51m pre-tax (+$36m post-tax) in FY2025.
2 Calculated on weighted average number of shares on issue — 1,717m for FY2026 and 1,789m for FY2025. Reduction in share count due to the cancellation of shares as a result of buyback programs.
3 ROIC is defined as underlying rolling twelve-month EBIT divided by the average invested capital. The average invested capital is calculated as the rolling twelve-month average of net assets (excluding cash, borrowings, current and deferred tax balances, derivative financial assets and liabilities).
4 Net debt is defined as borrowings (both current and non-current) less cash and cash equivalents; underlying EBITDA for the period.
5 FY2026 excludes $5m redundancy costs (FY2025 excludes $4m redundancy costs).

Group underlying performance overview

Group EBITDA increased by $148m (9%) to $1,724m, with higher earnings across Network, Bulk and Coal partially offset by a decrease in Other. Coal earnings increased, with price indexation, flat unit costs and net access and fuel benefits partly offset by customer mix. The Network earnings uplift was driven by higher regulated revenue, including the recognition of $27m of future period revenue cap in underlying earnings, partly offset by higher operating and maintenance costs. Bulk customer growth and the non-recurrence of prior year doubtful debt provisions, more than offset major customer start-up costs and net fuel under-recovery. The decrease in Other EBITDA reflected the non-recurrence of the prior-year settlement of legal matters, which more than offset improved Containerised Freight contribution.

Depreciation and amortisation increased by $7m (1%), with higher depreciation in Bulk, Coal and Other, partly offset by a decrease in Network.

EBIT increased by $141m (17%), contributing to a 1.4ppt increase in ROIC to 9.5%.

Reconciliation to statutory earnings

Underlying earnings is a non-statutory measure and is the primary reporting measure used by management and the Group's chief operating decision-making bodies for managing and assessing the financial performance of the business. Underlying earnings is derived by adjusting statutory earnings for significant items and timing differences as noted in the table below:

	REVENUE & OTHER INCOME		EBITDA		EBIT		NPAT	
($M)	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Underlying result	**4,194**	**3,952**	**1,724**	**1,576**	**985**	**844**	**433**	**348**
Timing differences — Network Revenue	(27)	–	(27)	–	(27)	–	(19)	–
Adjusted result as reported in Financial Report	**4,167**	**3,952**	**1,697**	**1,576**	**958**	**844**	**414**	**348**
Significant Items								
Asset impairment — Coal NSW CGU	–	–	(54)	–	(54)	–	(38)	–
Technology upgrade	–	–	(19)	–	(19)	–	(13)	–
Transformation costs	–	–	(1)	(23)	(1)	(23)	(1)	(15)
Proceeds from settlement of legal matters	–	37	–	37	–	37	–	27
Goodwill impairment — Bulk	–	–	–	(57)	–	(57)	–	(57)
Statutory result as reported in Financial Report	**4,167**	**3,989**	**1,623**	**1,533**	**884**	**801**	**362**	**303**

No restatement has been undertaken in pcp for Network revenue timing differences. Impact on underlying earnings would be +$51m pre-tax (+$36m post-tax) in FY2025.

The difference between underlying and statutory items includes:

Timing differences — Network Revenue:

- Track Access Revenue collected was $27m below the comparative Allowable Revenue. As a result, a timing adjustment of $27m was recognised. No restatement of pcp has been undertaken as future period revenue cap applicable to the FY2025 year will be recognised in underlying revenue in FY2027. For comparative purposes, the future period revenue cap in FY2025 was $51m.

Significant items:

- Asset impairment ($54m) related to the Coal NSW cash generating unit (CGU) following an impairment assessment reflecting updated assumptions on transformation, asset transfers and the NSW contract book.
- Technology upgrade — relates to the upgrade and migration of the Enterprise Resource Planning system.
- Transformation costs — Represents costs relating to the review of Aurizon's non-operating cost base, which commenced during FY2025.

2. Other financial information

BALANCE SHEET SUMMARY

($M)	30 JUNE 2026	30 JUNE 2025
Current assets	1,107	1,085
Property, plant and equipment (PP&E)	10,224	10,165
Other non-current assets	338	392
Total assets	**11,669**	**11,642**
Total borrowings	5,346	5,313
Other current liabilities	797	815
Other non-current liabilities	1,587	1,428
Total liabilities	**7,730**	**7,556**
Net assets	**3,939**	**4,086**
Gearing (net debt / (net debt + equity))	**57.0%**	**56.2%**

Balance sheet movements

Current assets increased by $22m largely due to:

- an increase in cash and cash equivalents of $64m
- an increase in trade and other receivables of $35m, driven by a decrease in provision for debtor impairment $41m and an increase in trade receivables of $37m, partly offset by a reduction in other (non-trade) receivables $44m
- a decrease in other current assets of $77m largely related to a decrease in derivative financial instruments of $90m with the repayment on maturity of the EMTN 2 bond and associated financial derivatives, partly offset by an increase in inventory and contract assets

Property, plant and equipment increased $59m due to capital additions of $711m and right of use assets $144m, partly offset by depreciation of $706m, disposals $33m and the Coal NSW CGU asset impairment of $54m. Other non-current assets decreased $54m with a reduction in intangible assets of $23m due to amortisation and a $22m decrease in the valuation of derivative financial instruments.

Total borrowings increased $33m due to net proceeds from borrowings of $275m, largely offset by fair value adjustments on the valuation of bonds and subordinated debt of $252m.

Current liabilities excluding borrowings decreased $18m largely due to:

- a decrease in trade and other payables of $18m
- a decrease in other liabilities of $13m due to a reduction in contract liabilities
- offset by an increase in provisions of $15m

Other non-current liabilities increased $159m due to an increase in lease liabilities of $97m; deferred tax liabilities of $29m and derivative financial instruments of $38m.

CASH FLOW SUMMARY

($M)	FY2026	FY2025
Statutory EBITDA	1,623	1,533
Working capital and other movements	(27)	(73)
Non-cash adjustments — asset impairments	57	59
Net cash inflow from operations	**1,653**	**1,519**
Interest received	4	7
Income taxes paid	(165)	(70)
Principal elements of lease receipts	4	5
Net cash inflow from operating activities	**1,496**	**1,461**
Cash flows from investing activities		
Payments for PP&E and intangibles, net of interest paid on qualifying assets	(753)	(697)
Payments for business combinations (net of cash acquired)	–	(25)
Proceeds from sale of PP&E	11	15
Net cash outflow from investing activities	**(742)**	**(707)**
Cash flows from financing activities		
Net proceeds from / (repayment of) borrowings	282	236
Payment of transaction costs related to borrowings	(7)	(7)
Payments for buy-back of ordinary shares and share-based payments	(254)	(301)
Interest paid	(357)	(342)
Dividends paid to Company shareholders	(325)	(297)
Principal elements of lease payments	(29)	(28)
Net cash outflow from financing activities	**(690)**	**(739)**
Net increase / (decrease) in cash	**64**	**15**
Free Cash Flow[6]	**573**	**518**

Cash flow movements

Net cash inflows from operating activities increased $35m (2%) to $1,496m due to:

- an increase in EBITDA and favourable working capital movements
- largely offset by an increase in income taxes paid due to a higher instalment rate compared to the pcp.

Net cash outflows from investing activities increased $35m (5%) to $742m, due to higher capital expenditure $56m, partly offset by the pcp including the acquisition of Flinders Logistics Pty Ltd (renamed Aurizon Port Services (SA) Pty Ltd) for $25m.

Net cash outflows from financing activities decreased $49m (7%) largely due to an increase in net proceeds from borrowings of $46m and a reduction in the on-market share buy-back of $50m. This was partly offset by an increase in dividends paid to shareholders of $28m and higher cash interest payments of $15m.

Free Cash Flow to Equity, net cash from operating activities less net cash from investing activities less interest paid, decreased by $15m (4%).

RECONCILIATION TO FREE CASH FLOW ($M)	FY2026	FY2025
Free Cash Flow to Equity	**397**	**412**
Payments for growth capital expenditure	146	107
Payments for acquisitions	–	25
Cash flows from significant items	30	(26)
Free Cash Flow	**573**	**518**

6 Free Cash Flow defined as net cash flow from operating activities, less non-growth capex and less interest paid. It does not include growth capex (FY2026: $146m, FY2025: $107m), payments for acquisitions (FY2026: $nil, FY2025: $25m) and cash flows from significant items (FY2026: ($30m), FY2025: $26m).

Directors' report (continued)
OPERATING AND FINANCIAL REVIEW

Funding

The Group continues to be committed to maintaining BBB+/Baa1 investment grade ratings, diversifying its debt investor base and proactive management of debt maturity profile.

Aurizon Network funding activity during FY2026:

- €500m EMTN ($778m equivalent) repaid in June 2026, with funds drawn from existing bank debt facilities
- $65m AMTN private placement issued in September 2025 and maturing in September 2040, with funds used to repay drawn bank debt
- $500m of existing syndicated bank debt facilities, with an additional $150m of committed lines sourced via this process (total: $650m) amended and extended in October 2025, with tranches maturing in October 2030, October 2031 and October 2032
- $150m of bilateral bank debt facilities amended and extended in December 2025, with tranches maturing in October 2030, October 2031 and October 2032
- $150m club facility established in June 2026, maturing in June 2028
- Commercial paper programme comprised of $67m of short-term instruments (<120 days) issued as at 30 June 2026
- Existing working capital facility of $75m maturity date extended by 12 months to June 2027.

Aurizon Operations funding activity during FY2026:

- $50m of existing bilateral bank debt facilities amended and extended in September 2025, with reduction in aggregate facility limit to $40m, maturing in June 2028
- $35m contingent liability facility established in June 2026
- Existing working capital facility of $125m maturity date extended by 12 months to June 2027.

There was no funding activity for Aurizon Holdings during FY2026.

GROUP METRICS	FY2026	FY2025
Weighted average debt maturity tenor (drawn senior debt only)	4.3 years	4.8 years
Weighted average debt maturity tenor (drawn senior debt inclusive of Aurizon Holdings' subordinated debt)	6.5 years	7.2 years
Interest cost on drawn debt	6.2%	6.3%
Available liquidity (undrawn facilities plus cash)	$1,102m	$1,679m
Group gearing (net debt / (net debt + equity))	57.0%	56.2%

	NETWORK		OPERATIONS	
ENTITY METRICS	FY2026	FY2025	FY2026	FY2025
Net debt / Regulatory Asset Base (excluding Access Facilitation Deeds)	63.6%	65.6%		
Net debt / (net debt + equity)			21.2%	23.4%
Net debt / Underlying EBITDA	3.8x	4.1x	1.4x	1.8x
Credit ratings (S&P / Moody's)	BBB+ / Baa1	BBB+ / Baa1	BBB+ / Baa1	BBB+ / Baa1

Net debt is defined as borrowings (both current and non-current inclusive of Intra Group Loan Agreement drawn balances) less cash and cash equivalents.

Dividend

The Board has declared a final dividend for FY2026 of 10.5cps (90% franked) based on a payout ratio of 90% in respect of underlying NPAT.

The relevant final dividend dates are:

- Ex dividend: 31 August 2026
- Record date: 1 September 2026
- Payment date: 23 September 2026

Tax

Statutory tax rates for FY2026:

- The Group statutory effective tax rate was 31.3% (i.e. statutory income tax expense of $165m divided by statutory profit before tax of $527m) which is more than 30% primarily due to the impact of non-deductible asset expenses.
- The Group statutory cash tax rate was 31.1% (i.e. statutory cash tax payable of $164m divided by statutory profit before tax of $527m) which is more than 30% primarily due to the non-deductible asset impairment in the Coal NSW CGU.

Aurizon publishes additional tax information in accordance with the voluntary Tax Transparency Code. See the Reports and Webcasts section of the Aurizon website for further detail.

SEGMENT PERFORMANCE

NETWORK: UNDERLYING RESULTS

Network refers to the business of Aurizon Network Pty Ltd (Network) which operates the 2,670km Central Queensland Coal Network (CQCN). The open access network is the largest coal rail network in Australia, connecting multiple customers from more than 40 mines to five export terminals located at three ports. The CQCN includes four major coal systems (Moura, Blackwater, Goonyella and Newlands) and a connecting link, the Goonyella to Abbot Point Expansion (GAPE).

FINANCIAL SUMMARY

($M)	FY2026	FY2025	VARIANCE
Revenue			
Track Access	1,445	1,375	5%
Timing differences — Future Period Revenue Cap	27	–	–
Services and Other	42	53	(21%)
Total revenue and other income	**1,514**	**1,428**	**6%**
Energy and fuel	(141)	(138)	(2%)
Operating costs	(343)	(334)	(3%)
EBITDA	**1,030**	**956**	**8%**
Depreciation and amortisation (D&A)	(361)	(372)	3%
EBIT	**669**	**584**	**15%**
Tonnes (m)	212.5	208.0	2%
NTK (b)	52.6	50.7	4%
Maintenance / NTK ($/'000 NTK)	3.4	3.4	–
Opex (including D&A) / NTK ($/'000 NTK)	16.1	16.7	4%
Cycle Velocity (km/hr)	23.2	22.3	4%
Usable Capacity %	83.7%	81.8%	1.9ppt

Revenue recognition (Timing Differences — future period revenue cap)

To align revenue recognition with the cost of operating (and maintaining) Network, the estimated future period revenue cap is recognised in underlying revenue from FY2026, shown as a timing difference.

Regulatory Track Access Revenue under recovered by $27m in FY2026 with this amount recognised in the underlying result (but not the statutory result), increasing underlying earnings. This amount will be captured in the statutory result in FY2028 as part of the existing regulatory revenue cap mechanism.

No restatement of pcp has been made. For comparative purposes, the future period revenue cap in FY2025 was $51m.

Network performance overview

Network EBITDA increased $74m (8%) to $1,030m driven by an increase in Track Access Revenue partially offset by an increase in operating costs. Volumes were 212.5mt, 4.5mt higher than the pcp.

Track Access revenue increased by $70m (5%):

- Regulatory Track Access Revenue (all systems) increased by $69m, made up of a $58m increase in the Allowable revenue, and an under-recovery of ($27m) (compared to an under-recovery of ($38m) in FY2025)
- Electric Traction Revenue increased by $4m
- Other Track Access Revenue decreased by $3m.

Services and Other Revenue decreased by $11m, primarily due to lower Access Facilitation Deed revenue, as legacy agreements related to mine specific infrastructure mature.

Total operating costs increased by $9m (3%) primarily due to higher operating and maintenance costs inclusive of flood recovery costs ($4.5m) classified as a Review Event.

Depreciation decreased by $11m (3%) reflecting annual asset life review impacts and higher depreciation charges in pcp.

Network's 2025-2026 RAB roll-forward estimate is $6.2bn[7] (including Access Facilitation Deeds of $0.2bn) as at 1 July 2026.

Review event

In March 2026, the Moura coal system suffered significant damage following heavy rainfall and localised flash flooding. Flood rectification costs are estimated to be approximately $4.5m and have now been completed. The Access Undertaking (UT5) provides for Network to recover the incremental maintenance and repair costs incurred following significant, unexpected incidents (like severe floods or cyclones). In Q1 FY2027, Network intends to make a Review Event flood claim submission to the Queensland Competition Authority (QCA) for approval. The submission will include an amendment to FY2027 Moura coal system reference tariffs seeking recovery of Network's incremental maintenance and repair costs.

7 Includes deferred capital and as approved capital estimate by the QCA on 21 May 2026.

Directors' report (continued)
OPERATING AND FINANCIAL REVIEW

Regulation update

On 22 December 2025, Network submitted a voluntary draft amending access undertaking (DAAU) to the QCA to extend the term of UT5 for a further 10 years until 30 June 2037. On 23 June 2026, the QCA published its Draft Decision outlining its preliminary findings. The Draft Decision indicates that for the material part, the DAAU is appropriate to approve including the proposed Weighted Average Cost of Capital methodology, accelerated depreciation profile and the throughput payment. Ahead of a Final Decision, the QCA has invited submissions on its Draft Decision by 20 August 2026. Network is developing a response to the Draft Decision, primarily relating to the QCA's preliminary view on a portion of the proposed operating expenditure allowance. Where relevant, Network continues to work with customers on any other matters that require clarification for the QCA.

COAL: UNDERLYING RESULTS

Aurizon's Coal business transports coal from mines in the Newlands, Goonyella, Blackwater, Moura and West Moreton systems in Queensland (QLD) and the Hunter Valley and Illawarra coal systems in New South Wales (NSW), to domestic customers and coal export terminals.

FINANCIAL SUMMARY

($M)	FY2026	FY2025	VARIANCE
Revenue			
Above Rail	1,316	1,290	2%
Track Access	447	469	(5%)
Other	17	18	(6%)
Total revenue and other income	**1,780**	**1,777**	**–**
Track Access costs	(458)	(483)	5%
Fuel costs	(111)	(96)	(16%)
Operating costs (excluding Access and Fuel)	(671)	(671)	–
EBITDA	**540**	**527**	**2%**
Depreciation and amortisation	(212)	(209)	(1%)
EBIT	**328**	**318**	**3%**
Tonnes (m)	192.0	192.2	–
NTK (b)	43.9	43.6	1%
Above Rail Revenue / NTK ($/'000 NTK)	30.0	29.6	1%
Opex (excluding Access and Fuel) / NTK ($/'000 NTK)	15.3	15.4	1%
Active locomotives (as at 30 June)	313	321	(2%)
Active wagons (as at 30 June)	8,765	8,744	–

Coal performance overview

Coal EBITDA increased by $13m (2%) to $540m driven by price indexation (partly offset by customer mix), flat unit costs and net access/fuel benefits.

Railed volumes were 0.2mt lower against the prior comparative period at 192.0mt and total Coal revenue increased by $3m (flat).

Total operating costs (including fuel and track access) decreased by $10m (1%) to $1,240m due to the following:

- Track access costs decreased by $25m (5%) relating to volume corridor mix
- Other operating costs were in line with the pcp at $671m, with TrainGuard benefits in CQCN offset by increased maintenance
- This was partly offset by increased fuel costs of $15m (16%).

BULK: UNDERLYING RESULTS

Aurizon's Bulk business provides integrated supply chain services, including rail and road transportation, port services and material handling for a range of mining, metal, industrial and agricultural customers throughout Australia. Aurizon's Bulk business also manages the Tarcoola-to-Darwin rail infrastructure, the intrastate rail freight network in South Australia and containerised freight services between Adelaide and Darwin.

FINANCIAL SUMMARY

($M)	FY2026	FY2025	VARIANCE
Revenue			
Freight Transport	1,196	1,100	9%
Other	36	22	64%
Total revenue and other income	**1,232**	**1,122**	**10%**
Access costs	(121)	(117)	(3%)
Operating costs (excluding Access costs)	(878)	(836)	(5%)
EBITDA	**233**	**169**	**38%**
Depreciation and amortisation	(142)	(131)	(8%)
EBIT	**91**	**38**	**139%**
Tonnes (m)	58.6	55.3	6%

Bulk performance overview

Bulk EBITDA increased by $64m (38%) to $233m, driven by customer growth and the non-recurrence of prior year doubtful debt provisions, more than offsetting major customer start-up costs and net fuel under-recovery.

Operating costs (excluding access costs) increased by 5% to $878m driven by the associated customer growth, including the commencement in October 2025 of a long-term logistics contract with BHP, and higher fuel costs. Excluding prior year provisions of $56m, total operating costs including access costs increased by 11%.

Depreciation was $11m (8%) higher, reflecting capital expenditure to support growth. EBIT increased by $53m (139%).

OTHER: UNDERLYING RESULTS

Other includes Containerised Freight, which is not considered a separate reportable segment, as well as other revenue and corporate/group costs not allocated such as the Board, Managing Director & CEO, Company Secretary, strategy and investor relations.

($M)	FY2026	FY2025	VARIANCE
Total revenue and other income	**161**	**142**	**13%**
Operating costs	(240)	(218)	(10%)
EBITDA	**(79)**	**(76)**	**(4%)**
Depreciation and amortisation	(24)	(20)	(20%)
EBIT	**(103)**	**(96)**	**(7%)**

Other performance overview

Total revenue and other income increased by 13% driven by increased Containerised Freight volume with a 25% increase in Twenty-foot Equivalent Units (TEUs), partially offset by the non-recurrence of settlement of legal matters in the prior corresponding period. Operating costs increased by 10% primarily relating to Containerised Freight.

Other EBITDA decreased by $3m (4%) with the non-recurrence of settlement of legal matters in the prior year partly offset by an improved Containerised Freight contribution.

Freight transport revenue (Containerised Freight) was $150m in FY2026, an increase of 32% compared to the prior year ($114m), refer to Note 1 of the Financial Report for further information.

Directors' report (continued)
OPERATING AND FINANCIAL REVIEW

ADDITIONAL INFORMATION

Risk

Aurizon has a commitment to effective risk management as a key element of business success to sustain shareholder value, recognising that risk is characterised by both threat and opportunity. Aurizon fosters a risk-aware culture through a combination of leadership focus, training and the application of high-quality, integrated risk assessments to support informed decision making and enable effective risk management.

The Board is ultimately responsible for risk management, considering a wide range of risks within strategic planning, approving Aurizon's Enterprise Risk Management Framework and Appetite, and monitoring management's performance against the framework, including whether it operates within the Board's risk appetite (see Principle 7 on Page 47 of this report).

Aurizon's Enterprise Risk Management Framework and Appetite, and supporting Risk Assessment Procedures, are aligned to the international standard for risk management (AS/NZS ISO 31000:2018).

Risk management procedures and templates deployed throughout the business integrate the assessment of safety and non-safety risks, and support a consistent approach to comprehensive, proportionate and effective risk management.

The Enterprise Governance, Risk and Internal Audit functions are responsible for providing oversight of the risk management framework, enterprise risk reporting to facilitate the early identification and proactive management of risk, as well as assurance on the effectiveness of the management of significant risks, to the Executive Committee and the Board.

Aurizon's Enterprise Risk Profile is actively managed and regularly reported to the Board. It includes those material inherent risks related to the enduring nature of Aurizon's business, those that present an exposure linked to the changing operating landscape or point-in-time external factors, and those risk exposures we encounter driven by our strategy and aspirations to grow.

Key risks have been grouped around three themes of operational, market and strategic risk. The commentary has been provided to describe and summarise each key risk, the nature of the potential impacts to Aurizon, our view on our ability to influence the risk and consequences being realised, and a description of management's response to that risk. This is not intended to be a comprehensive list of all risks that the business is or could be exposed to.

It represents Aurizon's own assessment of these risks at a point in time and, given the complexities and nature of these risks, this information is subjective and may be subject to change. Investors need to form their own assessment and conclusions.

LEGEND

RISK IMPACT ICONS

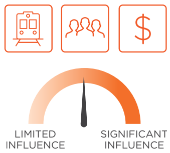
- **Health & Safety**
- **Strategy & Execution**
- **Financial**
- **Operational**
- **Stakeholder & Reputation**
- **Environment & Climate**

RISK INFLUENCE METER

The risk influence meter is provided to acknowledge that there are internal and external contributions to all of the risks that the business is exposed to. The meter is subjective and reflects only one way to consider further the risks presented.

A risk influence rating here means that Aurizon can significantly influence this risk; for instance, it is largely driven by internal factors or is readily managed.

A risk influence rating here means that Aurizon has limited ability to influence this risk; for instance, it is largely driven by external factors or is complex to manage.

RISK	RISK DESCRIPTION AND POTENTIAL IMPACTS	IMPACTS AND INFLUENCE	MANAGEMENT RESPONSE
OPERATIONAL RISK			
Major hazard, serious injury or fatality	Given the nature and scale of Aurizon's operations, there are hazards in the business that, if not managed, have the potential to cause a serious injury or fatality. Aurizon's safety risk exposure is impacted by the diversity and scale of its operations — from train operations, on-track works, port operations, and heavy vehicle haulage. Incidents could include: › Level crossing collisions — can result in death or significant injury to our people or members of the public. › Exposure to moving rollingstock — can result in death or significant injury to our people. › Road vehicle incident — death or injuries to our people from operating road vehicles. › Trespass — safety risks to employees and individuals due to persons illegally entering the rail corridor intentionally or otherwise. The potential realisation of these risks could have direct safety, operational disruption and reputational consequences including licence to operate.		Aurizon's commitment is keeping people safe and healthy. Our safety value 'We know safe, we choose safe' promotes leadership and personal accountability for safety. Aurizon's Board and management regularly review safety performance, improvement strategies and activities across the business, aligned to a defined enterprise safety strategy. Aurizon has also implemented a Critical Control Management programme, which is specifically designed to support active management of serious injury or fatality risk. Refer to Page 25 for further information on safety.
Technology reliance (including cyber security)	Aurizon's reliance on digital systems exposes it to technology and cyber risks from external actors, trusted insiders, human error, ageing or unsupported technologies, vendors and other third-parties. These risks intersect across technology, operational and enterprise domains. Advances in AI, including capabilities demonstrated by frontier AI technologies, are lowering the barrier for threat actors to identify and develop exploits at pace. A significant technology or cyber disruption could affect Aurizon's ability to operate safely and reliably, with potential impacts including financial loss, reputational harm, regulatory or legal consequences, and safety-related outcomes. Aurizon is reliant on fit-for-purpose technology to deliver services, maintain assets and transact business. Technology is rapidly evolving and if Aurizon does not effectively leverage advances in technology, it may become less efficient relative to competitors.		Aurizon maintains and continually enhances cyber security controls to prevent, detect and respond to potential cyber security incidents including, business continuity plans and response plans. A multi-year cyber security transformation program, expected to be completed in FY27, is intended to strengthen these capabilities. Aurizon participates in external cross-industry collaboration forums and briefings where threat intelligence is shared, and specialist third-party advisers are used for monitoring and response capabilities. Technology roadmaps are refreshed annually and technology upgrades progress through Aurizon's investment approval process including benefit identification.
Severe weather	Maintaining a large physical footprint exposes Aurizon to risks caused by extreme weather events, including flooding, bushfires, heatwaves and cyclones. These weather events impact Aurizon and third party infrastructure that services operate on and can result in network outages, reduced asset availability and corridor-wide disruptions, impacting customer production and supply chains, and limiting the ability to transport goods and services. They may also pose risks to the health and safety of employees and contractors, result in environmental impacts and increase operational costs, financial losses and regulatory scrutiny. Prolonged or repeated disruption may reduce customer confidence and demand for services, impacting Aurizon's financial performance and reputation.		For Aurizon owned networks, management is responsible for infrastructure asset management, including risk-based condition monitoring and maintenance and renewal programs, to identify, prioritise and remediate assets and locations exposed to severe weather risks. Targeted capital investment and strategic spares are prioritised for high-risk corridors to improve resilience and reduce recovery time following disruptions. Management undertakes and updates climate risk assessments on key assets using external parties. These assessments support operational planning, design standards and investment decisions, including resilience considerations where relevant. Seasonal planning, weather forecasting and monitoring, and the integration of geospatial and asset condition data provide early warning of potential severe weather events and support proactive operational decision making. Incident management and business continuity frameworks, including defined response protocols, recovery priorities and coordination with external agencies, support a safe and effective response to severe weather events. Refer to the Sustainability Report for more information on climate-related physical risks and our resilience and adaptation approach.

Directors' report (continued)
OPERATING AND FINANCIAL REVIEW

RISK	RISK DESCRIPTION AND POTENTIAL IMPACTS	IMPACTS AND INFLUENCE	MANAGEMENT RESPONSE
Supply chain reliability	Building resilient supply chains and executing effective inventory management strategies is critical to maintaining availability, managing costs and ensuring Aurizon's operational assets are appropriately maintained to support uninterrupted service delivery. Ongoing global and geopolitical events continue to contribute to increased supply chain complexity and challenges supply chain reliability. These external influences include evolving international trade relations tensions, transport disruptions, cyber security risks, labour shortages, constraints on fuel and raw material availability, supplier concentration, and the potential for exposure to suppliers who are either directly or indirectly implicated in modern slavery. Aurizon's operations rely on timely and reliable availability of fuel and other energy sources through complex domestic and global supply chains. These risks may increase supply chain costs, lead times and delays in obtaining goods and services, which could result in operational disruption and adverse impacts on financial performance and reputation.		Aurizon is addressing these challenges by working closely with key suppliers, to assess, mature and manage supply chain resilience. This includes implementing strategies to diversify supplier bases, introducing secondary sources of supply where feasible and developing contingency planning for primary supply chains where appropriate. Our key focus remains on maturing demand forecasting capabilities, refreshing inventory management strategies and strengthening inventory holding assurances, coupled with increased surveillances of potential and emerging supply chain risks. In December 2025, Aurizon published its sixth Modern Slavery Statement, which addresses the Company's obligations contained in the *Modern Slavery Act 2018* (Cth).
Greenhouse gas emissions, metrics and targets	Aurizon is an emitter of greenhouse gases (GHG) through consumption of fossil fuels used in delivering services to customers and in the creation, purchase and utilisation of our assets. Under the Safeguard Mechanism reforms which commenced on 1 July 2023, Aurizon is required to maintain its Scope 1 emissions of its National Transport Facility (captured under the Safeguard Mechanism) below an annually declining regulated baseline. Failure to do so exposes Aurizon to direct carbon costs and/or regulatory action. Due to current technology constraints, Aurizon will be required to purchase and retire Australian Carbon Credit Units (ACCUs) to meet its Safeguard compliance obligation. A key challenge is Aurizon's ability to recover increased carbon-related costs from customers against the declining baseline. Should Aurizon not be able to recover this cost directly or indirectly, it may negatively impact financial performance including impairment of assets. These challenges are compounded by evolving Australian and international governments expectations on emissions management and reporting, which could impact Aurizon. Aurizon has set targets for the reduction of emissions and emission intensity, while also focusing on operational growth. With a large, complex and multi-year decarbonisation program, there are risks relating to: › the ability to reduce those emissions as committed to the market, particularly as operations expand › the availability of technology at scale to meet those ambitions › the availability, efficiency and affordability of renewable energy, third party electricity infrastructure and supply costs and/or drop in fuels to power the transition › reliance on third parties, including the implementation of government policy, to facilitate the transition › costs such as decarbonisation technologies, energy sources or ACCUs › the targets, or actions taken in progressing towards those targets, not being considered sufficient to key stakeholders. These risks could result in increasing operational costs, damage to social licence, shareholder action or litigation or other reputational impacts.		Aurizon is taking action to: › design, invest and support the delivery of fleet decarbonisation projects and carbon abatement initiatives › where relevant, incorporate the assessment of the impact on GHG emissions as part of investment decision-making › explore and engage opportunities via partnership agreements › upskill existing and new staff and with appropriate skills › continue engagement with government and regulators regarding policy and advocacy to promote fair and equitable treatment of rail as a low carbon form of land-based freight transportation, and establish a domestic low carbon liquid fuel production industry › enter into forward purchase agreements to support future Safeguard compliance obligations. Refer to the Sustainability Report for more information on our approach to climate change, including risks relating to decarbonising and net zero.

RISK	RISK DESCRIPTION AND POTENTIAL IMPACTS	IMPACTS AND INFLUENCE	MANAGEMENT RESPONSE
People and capability	Aurizon's ability to manage its workforce is central to our strategy, value proposition and ability to compete. This includes planning, attracting and retaining individuals with the necessary skills and expertise, within an evolving industrial relations environment. Ineffective workforce management can lead to material financial, operational and reputational impacts.		Our workforce capability planning is integrated into our organisational and business strategy, utilising HR specialists, integrating people, processes and systems. This includes identifying and addressing capability hotspots, workforce availability and skills required to support ongoing operational needs. We also promote our employee value proposition and actively listen to employee feedback. We have implemented talent attraction and retention strategies, including career progression pathways, competitive remuneration and investment in learning and development programs.
Volume throughput	Aurizon has a key role in national and international supply chains, providing logistics solutions for customers across the country. Aurizon also manages and operates major rail infrastructure assets in Queensland, South Australia and the Northern Territory, and relies on other network providers to enable operations in other locations. Ensuring efficient transportation of materials is critical for Aurizon and our customers to maximise volume and value. A deterioration in volumes transported could be driven by below rail asset condition, complexity in alignment and planning between key stakeholder interests, inadequate funding, operational performance, or impacts stemming from disruption, including weather related events. This risk could impact railed volumes, revenue, costs, customer sentiment and reputation.		For Aurizon-owned networks, management is responsible for the development and delivery of network infrastructure asset management programs, including condition monitoring and maintenance and renewal programs, alongside structured funding arrangements with independent oversight. Management engages with operators and customers through customer forums, with oversight by regulatory bodies. For all networks which Aurizon operates on, management undertakes: › engagement and structured access arrangements with Rail Infrastructure Managers › government lobbying and advocacy through Freight on Rail Group (FORG) › performance monitoring and management initiatives › programs to enhance operational planning and ability to respond flexibly › business continuity and asset resilience programs.
Regulatory risk of access undertaking	Aurizon Network is subject to economic regulation under the *Queensland Competition Authority Act 1997 (Qld)*, with the Central Queensland Coal Network (CQCN) operating under an approved Access Undertaking. Aurizon Network has submitted to the QCA a Draft Amending Access Undertaking (DAAU) for the next regulatory term (commencing 1 July 2027), which is currently under assessment by the QCA. There remains a risk that the QCA does not approve certain elements of the DAAU primarily related to the proposed operating expenditure allowance as submitted by Aurizon Network. Failure to secure timely approval of access arrangements may adversely impact revenue, constrain capital investment across the CQCN, limit operational performance and impair Aurizon's ability to meet the service performance expectations of its customers.		Aurizon Network remains committed to achieving sustainable and commercially-viable regulatory outcomes for the CQCN through active engagement with the QCA, its customers and industry bodies. Following the QCA's Draft Decision on 23 June 2026, Aurizon Network is developing a response, primarily relating to the QCA's preliminary view on the proposed operating expenditure allowance. Overall, the Draft Decision provides broad support for the proposed regulatory framework. Where relevant, Aurizon Network is working closely with customers to address outstanding matters for the QCA's consideration to support progression towards a Final Decision by the QCA to approve UT5+. Submissions are due to the QCA by 20 August 2026. Implementation planning has commenced, with core activities commencing from the estimated QCA Approval in Q4 CY2026.

Directors' report (continued)
OPERATING AND FINANCIAL REVIEW

RISK	RISK DESCRIPTION AND POTENTIAL IMPACTS	IMPACTS AND INFLUENCE	MANAGEMENT RESPONSE
Regulation and compliance	Aurizon's operations and financial performance are subject to legislative and regulatory oversight. Unfavourable regulatory changes may occur with respect to access regimes, rail accreditations, taxation, carbon reduction, environmental and industrial (including health and safety) regulation, and government policy and approval processes. Implementation of these changes may have a material adverse impact on project investment, Aurizon's profitability and business in general, as well as Aurizon's customers. Aurizon is also exposed to the risk of material regulatory breaches resulting in the loss of operating licences (e.g. rail safety accreditations), additional regulatory oversight and financial penalties. In the event of a loss of licence, critical business operations may not be supplied to customers, impacting profitability and reputation.	LIMITED INFLUENCE / SIGNIFICANT INFLUENCE	Aurizon is an active participant in consultation on proposed or changing legislation (for example through the National Transport Commission), and provides participation and leadership within industry advocacy groups to bring influence on regulatory change as needed. In relevant jurisdictions where Aurizon is the Access Provider, prior to submissions being made to the relevant regulator, engagement with industry groups and impacted customers is sought to reduce the risk of adverse regulatory outcomes. To facilitate business compliance with legislative requirements, we provide comprehensive employee training and education, develop work systems that ensure adherence to our obligations — including the Employee Code of Conduct — and maintain rigorous internal quality assurance, checks and controls. Aurizon's rail accreditation is actively managed through proactive engagement with the Office of the National Rail Safety Regulator. Dedicated resources are responsible for the active management of our licence.
MARKET RISK			
Competition	Aurizon may face competition from parties willing to compete at reduced margins, with lower returns or greater risk positions than Aurizon would accept. Market factors and changes in customer expectations may compel Aurizon to take on more risk or reduce rates to retain customers or win new work. Increased competition may come from new entrants or existing competitors and could include customers in-sourcing services, impacting Aurizon's competitiveness and posing a risk to future financial performance.	LIMITED INFLUENCE / SIGNIFICANT INFLUENCE	To reduce our exposure to competition risk, management is focused on adopting a disciplined, data-driven approach to customer offers including balanced competitive pricing. We continue to be focused on delivering consistent, high-quality services that strengthen customer value and reduce price sensitivity. This is underpinned by leveraging our scale and ability to provide operational flexibility, enhancing our value proposition, to improve our competitive advantage in the market. In addition, strategic targeting of suitable growth opportunities is in place across all business units supported by a central strategy team.
Counterparty	Macroeconomic drivers may degrade overall counterparty quality and creditworthiness. Aurizon's counterparty exposures are changing with new customer profiles, including a move from some to divest coal assets. Deterioration of counterparty quality could stem from volatile commodity demand and price, cost pressures (incl. Fuel), access to funding, operational practices, production rates or asset productivity which increase the risk of a counterparty default, challenges of operator solvency, stranded asset risk or financial losses.	LIMITED INFLUENCE / SIGNIFICANT INFLUENCE	The Aurizon Market Intelligence, Strategy and Business Unit teams work together to assess long-term demand planning and mine viability or customer commodity analysis, and support the strategic targeting of suitable growth opportunities. Counterparty credit quality is assessed and monitored by Treasury and Business Unit leadership teams, with appropriate steps taken to implement additional controls as needed.
Evolving commodity demand	Aurizon is leveraged to global demand for Australian bulk commodities driven by infrastructure development, energy generation (and storage), food consumption and containerised freight. Key commodities hauled include, steel-making coal, thermal coal, iron ore, alumina, grain and containerised freight. A quicker transition to clean energy technologies could impact Aurizon's customer volumes, exacerbate key market dependencies and commodity mix. A failure to recognise this transition could also lead to suboptimal investment decisions and missed opportunities for all Business Units.	LIMITED INFLUENCE / SIGNIFICANT INFLUENCE	The Bulk Growth and Containerised Freight Strategies have been developed to set out a proactive approach to the evolution of commodity demand, resulting in diversification of markets and revenue streams and include fleet cascade opportunities from the Coal fleet to support growth in the Bulk and Containerised Freight growth. As part of the Strategy in Uncertainty framework (across coal, bulk and containerised freight markets), we undertake scenario analysis to enable the business to evaluate capital, fleet and haulage opportunities, and sustainability elements in the context of climate change risks.

RISK	RISK DESCRIPTION AND POTENTIAL IMPACTS	IMPACTS AND INFLUENCE	MANAGEMENT RESPONSE
Sustainability and funding	Investors have expectations relating to Sustainability, including Environmental, Social and Governance (ESG) related issues and associated enterprise performance. As the transition to a lower carbon global economy continues, the availability and cost of debt or insurance may become more challenging for some segments of the mining and logistics sectors. Where these risks are unmitigated, they could impact the financial viability of our customers, restrict future investments, lead to increasing costs of finance and insurance, reduction in credit rating or, where investor expectations are unmet, damage to reputation and social licence to operate.		In addition to the activities noted above, diversification of funding sources and early renegotiation of maturing debt helps to ensure capacity of funding and reduce impacts of increasing costs of funding. For the details of the maturity profile of existing financing arrangements, please refer to Note 18 of the Financial Report. The fostering of long-term relationships, market education and ongoing engagement with insurers allows closer understanding of market developments to allow policy design and renewal programs to be designed accordingly. Refer to the Sustainability Report and Climate Strategy and Action Plan for more information on our approach to climate change, including risks relating to financing and insurance.
Geopolitical	Aurizon's customer base is exposed to global demand for Australian bulk commodities. Ongoing geopolitical uncertainty, including heightened regional tensions, changes in trade relationships, sanctions and disruption to global logistics and shipping corridors (such as the current Strait of Hormuz disruption), may adversely affect customer profitability or viability, which in turn may affect Aurizon's financial performance.		The Bulk Growth and Containerised Freight Strategies have been developed to set out a proactive approach to the evolution of commodity demand, resulting in diversification of markets and revenue streams. As part of the Strategy in Uncertainty (SIU) framework, considerations are made to opportunities and risks that emerge over the medium to long term, where the timing and magnitude is less certain. In addition to the fundamental drivers of Australian coal and bulk commodities, we also review more subjective factors, such as government policy and trade considerations. Active situation monitoring of political and international trade performance allows for the identification of impacts and appropriate planning.
Macroeconomic	Aurizon is exposed to changes in the macroeconomic environment. This includes economic growth driving or restricting demand for commodities hauled, inflation, energy prices, interest rates, as well as exposure to increasing costs in the delivery of services, in servicing debt obligations and through an exposure to the financial viability of key customers and suppliers.		Aurizon sources funding from both bank and debt capital markets (AMTN, EMTN, USPP) providing access to a diversified investor base. The ability to raise capital in a variety of markets allows Aurizon flexibility in its approach to refinancing activities and future capital raisings. Hedging strategies are employed to manage material financial exposures of the Group, including interest rate and foreign exchange risk. Aurizon employs a regulatory period matching and duration based hedging strategy which is annually refreshed and presented to the Board. Escalation and rise and fall clauses in haulage contracts provide significant protection against increasing costs through inflation recovery and changes to energy costs. In addition, counterparty credit monitoring and supply chain resilience reviews consider financial viability to manage credit risk. Please refer to Note 18 of the Financial Report which sets out Aurizon's approach to Financial Risk Management.

Directors' report (continued)
OPERATING AND FINANCIAL REVIEW

RISK	RISK DESCRIPTION AND POTENTIAL IMPACTS	IMPACTS AND INFLUENCE	MANAGEMENT RESPONSE
STRATEGIC RISK			
Delivering bulk growth	Aurizon aspires to materially increase earnings from the Bulk business unit and therefore faces the risk of failing to achieve this growth. This could occur due to an inability to retain and extend existing contracts and identify and execute suitable growth opportunities. Growth opportunities may be constrained by market conditions and the limited pool of rail-contestable opportunities, a lack of available resources and funding or other associated factors. Materialisation of these risks could result in financial losses, stranded assets, negative investor sentiment, reputational damage and failure to achieve strategic objectives.		A clear strategy has been developed to achieve this aspiration by diversifying our Bulk portfolio and expanding our supply chain services. To support the delivery of our Bulk Growth strategy, allocation has been made of appropriate resources, funding and expertise, along with the identification and targeting of multiple success pathways for organic and inorganic growth.
Expansion of containerised freight	Aurizon has established a nationally significant containerised freight supply chain, leveraging existing national footprint and expertise. Currently, Aurizon is heavily reliant on one customer and therefore is exposed to the performance to that counterparty, including to changes in demand from their customers, changes in their customer base and to their overall financial performance. As this service offering expands, Aurizon will be exposed to increased volume risk and is reliant on being able to deliver suitable growth opportunities (including land bridging) to capitalise on the investment. This includes successful delivery of new services, terminal developments and supporting logistics capability. Aurizon may not be successful in executing this strategy as a result of lower than expected demand, ineffective planning, insufficient talent, resources and assets or challenges in securing required access, including efficient train paths from third-party network operators. Materialisation of these risks could result in financial losses, stranded assets, negative investor sentiment, reputational damage and failure to achieve strategic objectives.		Aurizon has formulated a strategy to facilitate the expansion of our Containerised Freight service offering. This strategy includes a prioritised plan for attracting customer demand in key corridors and to support the land-bridge concept. Aurizon is expanding containerised freight terminals, securing access to train paths, procuring and managing the required rollingstock and other assets, and implementing suitable IT systems to support execution of the strategy. Aurizon is also progressing the development and delivery of specialised rollingstock, including auto wagons, to support growth in the finished vehicle logistics. These initiatives are supported by leveraging existing containerised freight expertise and operations, and recruiting additional personnel with the necessary expertise and skill sets.
Fleet strategy	Aurizon's ability to effectively serve its customers is significantly impacted by its ability to make optimal use of its long-life operational assets, including rollingstock fleet (locomotives and wagons) and transition to lower-emission technologies over time. Suboptimal management of the Aurizon fleet could result in degraded operational performance, leading to financial losses attributable to performance penalties, foregone demand, or failure to deliver on key strategic objectives, such as growing non-Coal earnings and progressing decarbonisation objectives. Lack of alignment or suboptimal development or execution of the near- and longer-term fleet strategy could also lead to erosion of customer and investor confidence, as well as safety risks for employees and the broader public. Fleet outcomes, including transition pathways, are also influenced by below-rail factors, such as network capability, access conditions and supporting energy infrastructure. These may impact utilisation, technology selection and the pace of transition. As Aurizon prepares to decarbonise our fleet, new technology will need to be developed, validated and, where economical to do so, scaled. A range of technical, operational, supply-chain and regulatory risks associated with the adoption of new technologies could lead to financial losses and/or delays in meeting our climate commitments.		Aurizon regularly reviews both fleet allocation and performance to optimise service delivery. Track-based condition monitoring equipment and on-train telemetry systems provide real-time data to support efficient maintenance practices and asset performance management. Aurizon's Fleet Strategy combines Operational, Financial and Market Intelligence data to understand the value implications of fleet positions (e.g., long/short; surplus/deficit) and prioritise specific interventions. For example, it is being applied to: › inform fleet allocation decisions › calibrate the optimal spend on assets › support for growth objectives › plan for potential decarbonisation pathways › integrate decarbonisation pathways into fleet planning and investment decisions › consider network capability, access conditions and supporting energy infrastructure in fleet development and technology selection. The strategy applies an enterprise lens to fleet decisions, aligning assets to the value-creating opportunities and time horizons to support free cash flow resilience objectives and decarbonisation ambitions. Refer to the Sustainability Report for more information on our approach to climate change, including fleet decarbonisation and associated transition risks.

Sustainability and environment

Aurizon's FY2026 Sustainability Report, released in conjunction with this Annual Report, contains the Group's mandatory climate-related disclosures prepared in accordance with AASB S2 *Climate-related Disclosures.*

Aurizon is committed to managing its operational activities and services in an environmentally responsible manner to meet legal, social and moral obligations. To deliver on this commitment, Aurizon seeks to comply with all applicable laws and regulations that have a planning, environmental or cultural heritage focus.

In FY2026, statutory approvals obtained and land use planning enabling non-coal growth and expansion included:

- a chemical storage licence enabling operation of Aurizon's Pimba terminal in South Australia, an asset critical to copper concentrate and cathode transport between Port Adelaide and BHP's operations at Olympic Dam, Prominent Hill and Carrapateena
- a planning approval for a Hazardous Chemical Facility enabling sodium cyanide storage at Aurizon Port Services (APS) Gladstone, a necessary pre-cursor to a future Major Hazardous Facility application
- a variation to APS Newcastle's existing licencing to permit cement and lime handling.

The *National Greenhouse and Energy Reporting Act 2007* (NGER) (Cth) requires the Group to report its annual greenhouse gas emissions and energy use. The Group has implemented systems and processes to collect and calculate the required data and is registered under the NGER Act. In FY2026, Aurizon met its NGER reporting obligations. For its National Transport Facility (NTF), Aurizon was confirmed to have a Safeguard Mechanism liability of 84,454 tCO_2-e. Aurizon surrendered an equivalent number of Australian Carbon Credit Units (ACCUs) in February 2026, satisfying its Safeguard compliance obligation.

In FY2026, Aurizon's carbon and biodiversity project in Central Queensland was confirmed by the Clean Energy Regulator to have generated its inaugural ACCUs. The project has involved establishment of ~59,000 native trees across a 118-hectare property, and the resulting ACCUs will be used to meet Aurizon's future Safeguard obligations.

Aurizon continues to engage with the Federal Government on the role rail can play in reducing transport emissions, particularly through the benefits of moving freight from road to rail in support of the Government's transport sector decarbonisation roadmap. Aurizon has also supported the progression of broader decarbonisation opportunities, including the domestic production of commercially viable low-carbon liquid fuels. During the year, Aurizon remained compliant with the stringent noise requirements for locomotive engines and wheel/rail interface set out in NSW and South Australia EPA rollingstock licences, as well as applicable locomotive engine noise obligations across the remainder of its operational footprint.

Aurizon works with supply chain partners to minimise coal dust emissions from coal haulage operations. In FY2026, data from CQCN opacity monitoring stations indicated low levels of coal dust loss from wagon tops. On the South-West System in Queensland, air quality monitoring by the Queensland Government continued to show coal services complied with air quality criteria. In the Hunter Valley, New South Wales, Aurizon maintained its focus on complying with its rollingstock Environment Protection Licence, which requires dust generation to be minimised on licensed rail networks.

Environmental and Cultural Heritage prosecutions compliance reporting in FY2026:

- Aurizon has not incurred any material monetary fines or sanctions for non-compliance related to environmental harm or cultural heritage regulations
- Aurizon had two notifiable environmental incidents. Remedial actions were implemented as required and no ongoing material environmental impacts occurred.

Safety

At Aurizon, we are committed to protecting our people and the communities in which we operate. While we made solid progress on safety this year, we recognise that safety is an ongoing journey — one that demands continued focus and effort so that every one of our people goes home unharmed at the end of each day.

During FY2026, our Safety Strategy has continued to prioritise designing and implementing simple and fit-for-purpose systems and processes, understanding and controlling safety risks, and building leadership and capability with a strong in-field presence.

Aurizon's approach continues to be enhanced, with new and improved tools and guidance to work safely and without impacts to health. The foundation of the system — SHE risk management — has been enhanced and rolled out to the business with new tools, expectations and training to support our people at the front line. We have also continued work to strengthen how we train and support our people.

During FY2026, our focus on critical risks remained a core activity for Aurizon. We have piloted new in-vehicle monitoring technology for driver safety and fatigue management, enhanced our technology platforms for management of dangerous goods, progressed psychosocial risk focus groups across our operations, and strengthened understanding tools and guidance for critical risks.

In late FY2024, Aurizon launched a national campaign — *Respect the sign. Lives are on the line*, highlighting real stories from train crews and first responders. Throughout FY2026, Aurizon continued to refresh its engagement and delivered level crossing sessions in communities across the country. A key audience was young people, which Aurizon reached through direct engagement in primary and high schools and through local community groups. In FY2026, dedicated engagement material was developed for heavy vehicle operators, recognising the different risk posed, which provided useful tools for our local leaders to discuss in regional areas.

Aurizon uses two primary safety metrics to measure safety performance across the enterprise: SIFR(a+p) and TRIFR. FY2026 SIFR(a+p) was 1.58 incidents per million hours worked compared to 1.64 for FY2025. FY2026 TRIFR was 9.75 incidents per million hours worked compared to 8.29 for FY2025.

Detail about safety measures is set out on Page 34 of the Remuneration Report.

Directors' report (continued)
OPERATING AND FINANCIAL REVIEW

People

At Aurizon, our people are central to our success. With more than 6,000 employees working across our national operations, we are committed to fostering a safe, high-performing and inclusive workplace where our people can thrive. Guided by our values of Safety, People, Integrity, Customer and Excellence, we continue to invest in leadership, capability and culture to support the delivery of our strategy and create value for customers, communities and shareholders.

Leadership and capability development continued through our core leadership programs, Leading for Results and Leading for Safety, equipping leaders at all levels with the skills and confidence to lead high-performing teams. We also successfully delivered Careers in Action and Rail 101, supporting employees to build their understanding of the rail industry, strengthen career pathways and connect their roles to Aurizon's strategic objectives.

We strengthened our commitment to creating a safe, respectful and inclusive workplace through the introduction of Aurizon's Sexual Harassment Response Plan and dedicated reporting line. This was complemented by the national delivery of the Creating Respectful Workplaces program, reinforcing expected behaviours and supporting employees and leaders to prevent, recognise and respond to inappropriate workplace conduct.

MyAcademy was refreshed to provide a more personalised learning experience, with training recommendations tailored to individual roles and development needs. Additional learning content was introduced, enabling employees to access a broader range of development opportunities and build capabilities aligned to both current responsibilities and future career aspirations.

We continued to strengthen organisational capability through the implementation of Aurizon's Capability Framework, supporting the development of individual leadership capability and team effectiveness. The framework provides greater clarity on the skills, behaviours and capabilities required for success, helping employees and leaders focus development efforts where they can have the greatest impact.

We progressed a review of non-operational activities to strengthen organisational effectiveness, improve efficiency and optimise costs across the business. By streamlining processes and aligning resources to business priorities, the review is supporting a more agile and sustainable operating model while maintaining focus on delivering value for customers and employees.

Directors' report (continued)
REMUNERATION REPORT

Dear Shareholders

On behalf of the Board, we are pleased to present Aurizon's Financial Year (FY) 2026 Remuneration Report.

FY2026 saw Aurizon deliver a strong operating and financial performance, delivering earnings within guidance and a share price increase of approximately 38%. These outcomes have been an important factor in the determination of remuneration outcomes for the year.

During the year, the management team continued to deliver progress against key strategic initiatives, including improvements to productivity and efficiency, strengthening customer outcomes, advancing growth opportunities and supporting the long-term sustainability of the business. Progress was also made against Aurizon's Climate Strategy and Action Plan and other transformation initiatives designed to position the Company for future growth.

Short Term Incentive (STI) Award continues to be based on the three annual performance measures of Underlying Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA), Safety and Individual Key Deliverables. A Business Unit Underlying EBITDA measure is used for the Coal Business Unit and for Bulk and Containerised Freight.

In relation to FY2026 financial performance, Group Underlying EBITDA was $1,724m, reflecting the resilience of the Company's diversified portfolio and continued focus on operational efficiency, cost discipline and customer service. As a result, the Group Underlying EBITDA outcome was around Target in the STI Award scorecard.

In relation to Safety, Aurizon continued to use two primary measures in the remuneration framework: Total Recordable Injury Frequency Rate (TRIFR) and Serious Injury and Fatality Frequency Rate including actual and potential events (SIFR(a+p)). During the year, SIFR(a+p) performance improved resulting in an outcome between Threshold and Target, with a positive trend in reducing critical risk events. However, TRIFR performance declined with a result below Threshold, noting intervention activities are occurring across the business to address causes of lower severity injuries such as soft tissue strains and sprains. The Board remains committed to ensuring safety remains a core focus across the organisation and that remuneration outcomes appropriately reflect performance in this critical area.

The STI Award also considers performance against individual objectives which vary for Key Management Personnel (KMP). These performance measures make up 30% of the STI scorecard and focus on delivering against our key strategic levers of accelerating cost competitiveness (optimise), achieving competitive advantage (excel) and positioning for growth (extend).

Specific outcomes against Individual Key Deliverables varied for Executive KMP, reflecting differing accountabilities and outcomes across the Leadership Team.

Performance against the STI scorecard is reflected directly in the STI payments for our Executive KMP. The Board considers these outcomes appropriately reflect the Company's financial performance, strategic execution and safety outcomes during FY2026.

During FY2026, the 2022 Long Term Incentive (LTI) Award was subject to testing. The award included relative Total Shareholder Return (TSR), Return on Invested Capital (ROIC) and Strategic Transformation measures. No portion of the LTI Award vested and these rights have lapsed.

The Board considers that these overall remuneration outcomes reach an appropriate balance between business performance, shareholder outcomes and recognition of the contribution of the Leadership Team. We thank the Leadership Team for their continued commitment and efforts throughout the year.

Timothy Longstaff
Chairman

Samantha Tough
Chair, People & Remuneration Committee

Directors' report (continued)
REMUNERATION REPORT

1. Remuneration report introduction

Aurizon's remuneration practices are aligned with the Company's strategy of providing rewards that drive and reflect the creation of shareholder value, while attracting and retaining Directors and Executives with the right capability to achieve results.

The contents of the Remuneration Report for the year ended 30 June 2026 is set out as per Table 1. The information in this Report has been audited.

TABLE 1 — TABLE OF CONTENTS

2. Directors and executives

The Key Management Personnel (KMP) of the Group include the Non-Executive Directors and those Executives who have the authority and responsibility for planning, directing and controlling the activities of Aurizon.

The Non-Executive Directors and Executives that are currently KMP are identified in Table 2.

Table 3 identifies other persons who were KMP at some time during FY2026.

TABLE 2 — KEY MANAGEMENT PERSONNEL

NAME	POSITION
NON-EXECUTIVE DIRECTORS	
T Longstaff[1]	Chairman, Independent Non-Executive Director
M Bastos	Independent Non-Executive Director
A McMillan[2]	Independent Non-Executive Director
S Ryan	Independent Non-Executive Director
L Strambi	Independent Non-Executive Director
S Tough	Independent Non-Executive Director
A Adam[3]	Independent Non-Executive Director
EXECUTIVE KMP	
A Harding	Managing Director & Chief Executive Officer (MD & CEO)
G Lippiatt	Group Executive Bulk & Containerised Freight
E McKeiver	Group Executive Coal
C Peppler[4]	Group Executive Network
I Wells[5]	Chief Financial Officer & Group Executive Strategy

1 T Longstaff was appointed Chairman on 16 January 2026.
2 A McMillan was appointed Director on 1 January 2026.
3 A Adam was appointed Director on 1 July 2026.
4 C Peppler was appointed Group Executive Network from 4 August 2025.
5 I Wells was appointed Chief Financial Officer & Group Executive Strategy from 7 April 2026.

TABLE 3 — FORMER KEY MANAGEMENT PERSONNEL

NAME	POSITION
NON-EXECUTIVE DIRECTORS	
T Poole[1]	Chairman, Independent Non-Executive Director
R Caplan[2]	Independent Non-Executive Director
EXECUTIVE KMP	
P Bains[3]	Group Executive Network
G Long[4]	Acting Chief Financial Officer & Group Executive Strategy

1 T Poole retired on 15 January 2026.
2 R Caplan retired on 29 August 2025.
3 P Bains ceased in role on 1 August 2025 and with the Company on 26 September 2025.
4 G Long was acting Chief Financial Officer & Group Executive Strategy from 1 July 2025 to 6 April 2026.

3. Remuneration framework components

Total potential remuneration

Aurizon's Remuneration Framework for each Executive comprises three components:

- **Fixed remuneration** (not 'at risk') that comprises salary and other benefits, including superannuation
- **Short Term Incentive Award (STIA)** ('at risk' component, awarded on the achievement of performance conditions over a 12-month period) that comprises both a cash component and a component deferred for 12 months into equity which is subject to a service condition and claw-back for financial misstatements and misconduct
- **Long Term Incentive Award (LTIA)** ('at risk' component, awarded on the achievement of performance and service conditions over a four-year period) that comprises only an equity component.

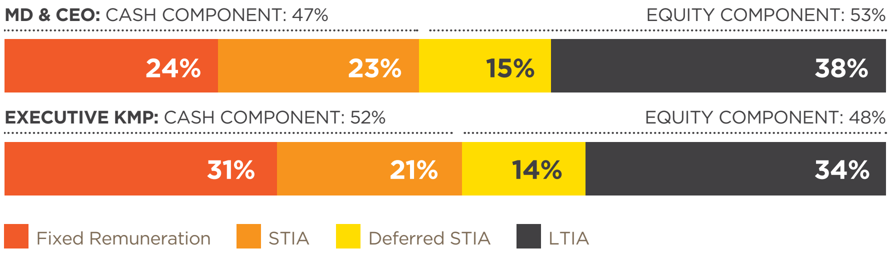
The structure is intended to provide an appropriate mix of fixed and variable remuneration, and provide a combination of incentives intended to drive performance against the Company's short and longer-term business objectives.

The mix of potential remuneration components for FY2026 for the MD & CEO and Executive KMP is set out in Figure 1: Total potential remuneration. The remuneration mix for MD & CEO and remaining Executive KMP remains unchanged from prior year.

Executive remuneration governance

Figure 2 represents Aurizon's remuneration governance framework. Details on the composition of the People & Remuneration Committee (Committee) are set out on Page 8 of this report. The Committee's Charter is available in the Governance section of the Company's website at **www.aurizon.com.au**

FIGURE 1 — TOTAL POTENTIAL REMUNERATION[1]



1 Assumes achievement of the stretch performance outcomes for STIA, full vesting of the Deferred STIA and LTIA at a value equal to the maximum opportunity of the original award i.e. assuming no share price appreciation.

FIGURE 2 — REMUNERATION GOVERNANCE FRAMEWORK

BOARD

The Board:

- approves the overall remuneration policy and ensures it is competitive, fair and aligned with the long-term interests of the Company
- approves the remuneration for Non-Executive Directors, MD & CEO, Executive KMP and the remaining Group Executives
- assesses the performance of, and determines the STIA outcome for, the MD & CEO giving due weight to objective performance measures while retaining discretion to determine final outcomes
- considers and determines the STIA outcomes of the Executive KMP and remaining Group Executives based on the recommendations of the MD & CEO.

PEOPLE & REMUNERATION COMMITTEE

The People & Remuneration Committee is delegated responsibility by the Board to review and make recommendations on:

- the remuneration policies and framework for the Company
- Non-Executive Director remuneration
- remuneration for MD & CEO, Executive KMP and the remaining Group Executives
- Executive incentive arrangements.

MANAGEMENT

- Provides information relevant to remuneration decisions and makes recommendations to the People & Remuneration Committee
- Obtains remuneration information from external advisors to assist the People & Remuneration Committee (i.e. market data, legal advice, accounting advice, tax advice).

CONSULTATION WITH SHAREHOLDERS AND OTHER STAKEHOLDERS

REMUNERATION CONSULTANTS AND OTHER EXTERNAL ADVISORS

In performing duties and making recommendations to the Board, the People & Remuneration Committee may from time to time appoint and engage independent advisors directly in relation to Executive remuneration matters.

These advisors:

- review and provide recommendations on the appropriateness of the MD & CEO and Executive remuneration
- provide independent advice, information and recommendations relevant to remuneration decisions.

Any recommendations and advice provided by external advisors are used to assist the Board — they do not substitute for the Board and People & Remuneration Committee processes.

Directors' report (continued)
REMUNERATION REPORT

Remuneration framework and objectives

The Board continues to review Aurizon's Remuneration Framework annually. Summarised in Figure 3 is the Remuneration Framework including changes that were implemented in FY2026. For the purposes of the *Corporations Act 2001* no remuneration recommendations were made by remuneration consultants in relation to KMP.

FIGURE 3 — REMUNERATION FRAMEWORK AND OBJECTIVES

<table>
<tr><th></th><th>PERFORMANCE MEASURE</th><th>STRATEGIC OBJECTIVES AND LINK TO PERFORMANCE</th><th>FY2026 FRAMEWORK</th></tr>
<tr><td>FIXED REMUNERATION</td><td>Considerations:
› Experience and qualifications
› Role and responsibility
› Retain key capability
› Reference to remuneration paid by similar sized companies in similar industry sectors
› Internal and external relativities.</td><td>› To attract and retain Executives with the right capability to achieve results.</td><td>› The Board reviews Executive remuneration annually but increases are not guaranteed.
› Effective 1 July 2025, a fixed remuneration increase of 3% was provided to the Group Executive Coal. The MD & CEO, Group Executive Bulk & Containerised Freight and the former Group Executive Network, Pam Bains, did not receive an increase.</td></tr>
<tr><td>SHORT TERM INCENTIVE AWARD</td><td>› Underlying EBITDA (Enterprise and, if applicable, Business Unit) (60%)
› Safety Improvement (10%) TRIFR and SIFR(a+p) equally weighted 5%
› Individual (30%)
Measured over a one-year performance period.
Participants can earn up to a maximum of 150% of 'at-target' percentage.
In assessing outcomes, the Board considers relevant health and safety events and retains discretion to adjust STIA outcomes accordingly.
STIA at risk:
MD & CEO: Target 100% of Fixed Remuneration and maximum 150% of Fixed Remuneration
Other Executive KMP: Target 75% of Fixed Remuneration and maximum 112.5% of Fixed Remuneration.</td><td>The financial and non-financial performance measures were chosen because:
› Underlying EBITDA delivers direct financial benefits to shareholders
› Safety drives a continuous safety improvement culture and embeds safe, efficient and effective processes across all aspects of a heavy industry business
› Individual aligns employee contribution to the achievement of Aurizon's strategy. At the start of the performance year the Board determines the MD & CEO's individual deliverables. Relevant measures are cascaded to the Executive Committee and throughout the organisation.</td><td>› From FY2026 the Bulk Underlying EBITDA measure was replaced by the Bulk and Containerised Freight Underlying EBITDA measure to reflect the management of Bulk and Containerised Freight under a single Group Executive.</td></tr>
<tr><td>LONG TERM INCENTIVE AWARD</td><td>› Relative Total Shareholder Return (TSR) (25%)
› Strategic Transformation (25%)
› Return on Invested Capital (ROIC) (50%)
Measured over a four-year performance period.
LTIA at Risk (Maximum):
MD & CEO: 150% of Fixed Remuneration
Other Executive KMP: 112.5% of Fixed Remuneration.</td><td>› Relative TSR is a measure of the return generated for Aurizon's shareholders over the performance period relative to a peer group of companies.
› Strategic Transformation reflects the growing aspirations of the Bulk business and other non-coal investments.
› ROIC reflects the fact that Aurizon operates a capital-intensive business and our focus should be on maximising the level of return generated on the capital we invest.
Note: Minimum shareholding requirements for Executive KMP and the remaining Group Executive encourages retention of shares and alignment with shareholder interests.</td><td>› No changes to the 2026 Award.</td></tr>
</table>

TOTAL REMUNERATION

Overall, Executive remuneration is designed to support the delivery of superior shareholder returns by placing a significant proportion of an Executive's total potential remuneration at risk and awarding a significant portion of at risk pay in equity.

4. Company performance for financial year 2026

During FY2026 Aurizon delivered strong operating and financial performance, delivering earnings within guidance. Aurizon reported Group Underlying EBITDA of $1,724 million for continuing operations for year ended 30 June 2026.

Table 4 shows historical Company performance across a range of key measures. Performance across earnings and individual measures is reflected directly in STIA payments. Detail related to performance against the FY2026 STIA performance measures is provided in Table 6 (Page 34). Table 8 (Page 35) provides additional information related to the LTIA performance outcomes.

TABLE 4 — HISTORICAL COMPANY PERFORMANCE AGAINST KEY MEASURES

KEY PERFORMANCE MEASURES	DESCRIPTION	FY2026	FY2025	FY2024	FY2023	FY2022[7]
Group Underlying EBITDA[1 2]	$m	1,724	1,576	1,624	1,428	1,467
Return on Invested Capital (ROIC)	%	9.5	8.1	8.9	7.5	10.3
Total Recordable Injury Frequency Rate (TRIFR)	per million work hours	9.75	8.29	7.36	8.36	8.51
SIFR(a+p)[3]	per million work hours	1.58	1.64	1.63	1.92	-
4-year TSR	%	34.9	(2.2)	(2.3)	(14.9)	13.8
Share buy back	$m	250	300	-	-	-
Share price at end of year[4]	$	4.18	3.03	3.65	3.92	3.80
Dividends per share[5]	cps	23.0	15.7	17.0	15.0	21.4
Dividends[6]	$m	388	277	313	275	395

1 Continuing operations.

2 From FY2026 to align revenue recognition with the cost of operating (and maintaining) the Central Queensland Coal Network (CQCN), Network revenue timing differences, being the estimated future period revenue cap, is recognised in underlying revenue. No restatement of the previous comparative period has been made. For comparative purposes, the future period revenue cap in FY2025 was $51m.

3 From FY2023 the safety metric Serious Injury and Fatality Frequency Rate, including both actual and potential events (SIFR(a+p)) replaced Rail Process Safety (RPS) in the Short Term Incentive Award scorecard.

4 Share price at close of day.

5 Dividends per share for each Financial Year (the final dividend is paid in the following financial year).

6 Dividends for each Financial Year (the final dividend is paid in the following financial year).

7. The share price closing on 30 June 2021 was $3.72.

Directors’ report (continued)
REMUNERATION REPORT

5. Realised remuneration

Table 5 identifies remuneration earned during FY2026 for Executive KMP.

The table has not been prepared in accordance with accounting standards but has been provided to ensure shareholders are able to clearly understand the remuneration outcomes for Executive KMP. Remuneration outcomes, which are prepared in accordance with the accounting standards, are provided in Section 10 (Page 39).

Fixed remuneration is reviewed annually but no increases are guaranteed. In reviewing fixed remuneration consideration is made to overall individual and business performance, as well as positioning against market peers. Effective 1 July 2025, a fixed remuneration increase of 3% was provided to the Group Executive Coal. The MD & CEO, Group Executive Bulk & Containerised Freight and former Group Executive Network, Pam Bains, did not receive an increase.

The remuneration outcomes identified in Table 5 are directly linked to the Company performance described in Section 6 (Page 33) and Section 7 (Page 35).

The actual STIA is dependent on Aurizon, Business Unit and individual performance as described in Section 6.

Performance across our key measures is also reflected directly in the STIA payments for our Executive KMP, which range from 53% to 71% of their potential maximum.

The actual vesting of the LTIA is dependent on Aurizon’s performance and the outcomes are further described in Section 7.

During FY2026, the 2022 LTIA was tested against its three performance measures. The outcome resulted in no vesting, and all rights under the award will lapse.

Movement in the Aurizon share price over the various performance periods is reflected in the remuneration outcomes for Executive KMP, aligning Executive KMP outcomes with the shareholder experience.

TABLE 5 — REMUNERATION EARNED IN FINANCIAL YEAR 2026

NAME	FIXED REMUNERATION[1] $’000	NON-MONETARY BENEFITS[2] $’000	OTHER $’000	FY2026 STIA[3] $’000	LTIA VESTING[4] $’000	FY2026 REMUNERATION OUTCOMES $’000
EXECUTIVE KMP						
A Harding	1,907	–	–	1,911	–	3,818
G Lippiatt	890	–	–	515	–	1,405
E McKeiver	838	–	–	648	–	1,486
C Peppler[5]	690	–	–	518	–	1,208
I Wells[6]	199	16	40	143	–	398
FORMER EXECUTIVE KMP						
P Bains[7]	99	6	–	–	–	105
G Long[8]	577	4	–	440	–	1,021

1 For Executives who were KMP for the full year, the earnings during FY2026 reflect 27 pays due to the fortnightly pay cycle.
2 Non-monetary benefits include the value of relocation benefits provided and Reportable Fringe Benefits for the respective FBT year ending 31 March.
3 Represents the total STIA outcome for FY2026 performance. 40% will be deferred into equity.
4 The 2022 Award was subject to testing in FY2026. Performance resulted in no component of the award vesting.
5 The amounts reflect earnings since appointment to Group Executive Network from 4 August 2025.
6 The amounts reflect earnings since commencement as CFO & Group Executive Strategy on 7 April 2026.
7 The amounts reflect earnings for the period 1 July 2025 to 1 August 2025 when P Bains ceased in the role of Group Executive Network.
8 The amounts reflect earnings for the period 1 July 2025 to 6 April 2026 when G Long ceased in the role of Acting CFO & Group Executive Strategy.

6. Short term incentive award

What is the STIA and who participates?

The STIA is 'at risk' remuneration subject to the achievement of pre-defined Company, Business Unit and individual performance measures which are set annually by the Board at the beginning of the performance period.

For each component of the STIA, three performance levels are set:

- *Threshold*, below which no STIA is paid for that component
- *Target*, which typically aligns to relevant corporate plans and budgets, a business improvement targeted outcome or reflects an improvement on historical achievement
- *Stretch*, outcomes which are materially better than Target.

The STIA applies in a similar manner to other eligible employees. For the MD & CEO, Executive KMP and the remaining Group Executives a portion (40%) will be deferred into equity for a period of 12 months, which is subject to a service condition and claw-back for financial misstatements or misconduct. The number of performance rights issued under the deferred STIA is calculated by dividing the deferred STIA portion by the five-day Volume Weighted Average Price (VWAP) of Aurizon shares at the time of their award. Each performance right is a right to receive one share in Aurizon upon vesting. Upon vesting the resulting shares are transferred to the Executive at no cost to the Executive.

What are the Company performance measures?

The performance measures which generally apply to participants are Underlying EBITDA, Safety and individual performance.

Business Unit measures are included in the scorecard for Bulk & Containerised Freight and Coal.

Each measure has a defined level of performance. The measures drive a continuous safety improvement culture, and strengthen and grow our current business while continuing to transform the Enterprise.

This is achieved through a focus on people and asset efficiencies whilst at the same time, delivering benefits to shareholders.

In assessing outcomes, the Board considers relevant health and safety events, and retains discretion to adjust STIA outcomes accordingly.

Individual performance measures relate to each specific role and measure an individual's contribution against a range of operational and strategic performance measures. At the start of the performance year the Board determines the MD & CEO's individual deliverables. Relevant deliverables are cascaded to the Executive Committee and throughout the organisation as reflected in Figure 4.

What is the amount that participants can earn through an STIA?

The employment agreements specify a target STIA, expressed as a percentage of Fixed Remuneration (100% for the MD & CEO and 75% for the remaining Executive KMP). Each participant can earn between 0% up to a maximum of 150% of this target percentage, depending on performance and subject to Board discretion.

Depending on performance assessed at year end, participants may earn for each enterprise measure: 0% for performance below Threshold, 50% at Threshold (for measures other than Underlying EBITDA, for which *Threshold* earnings are 30%) with a linear scale up to 100% at Target performance; and a further linear scale to 200% at Stretch performance.

STIA outcomes are determined by calculating the performance outcome against the relevant weighted performance measure. Figure 5 provides an example of an at-target performance outcome based on the FY2026 scorecard.

What are the outcomes for FY2026?

Table 6 identifies the performance measures, relevant weightings, and outcomes for FY2026. The overall FY2026 outcomes for Executive KMP are identified within Table 7.

Enterprise measures

Group Underlying EBITDA performance resulted in an outcome marginally above target. Safety performance resulted in a TRIFR outcome below Threshold and SIFR (a+p) between Threshold and Target.

Business Unit measures

Underlying EBITDA performance resulted in an outcome between Target and Stretch for Coal and an outcome between Threshold and Target for Bulk and Containerised Freight.

Individual deliverable measures

The STIA also considers performance against individual deliverables which vary for Executives and are aligned to delivering against our key strategic levers of accelerating cost competitiveness (Optimise), achieving competitive advantage (Excel) and positioning for growth (Extend).

Management delivered solid progress against key strategic initiatives including submission of UT5+ to the QCA with strong customer support, progressing growth initiatives in Bulk and Containerised Freight, cost base reduction program and the delivery of disciplined train operations improvements in CQCN.

In addition, Individual Deliverables continued to measure progress against our Climate Strategy and Action Plan, with steady progress made during the year.

Outcomes varied between Target and Stretch for Executive KMP against the Individual Deliverables.

FIGURE 4 — STRATEGIC MEASURES CASCADING PROCESS

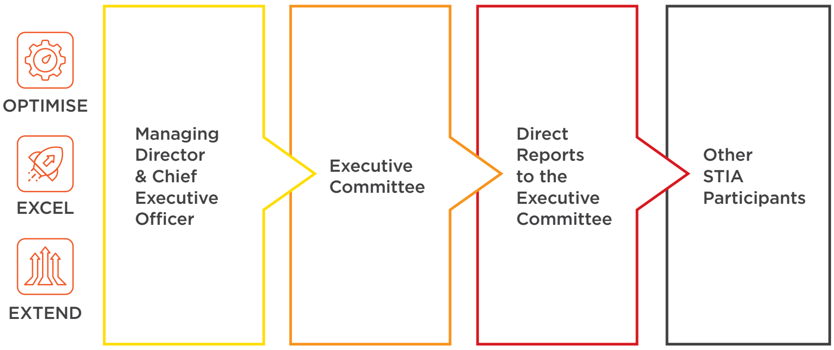
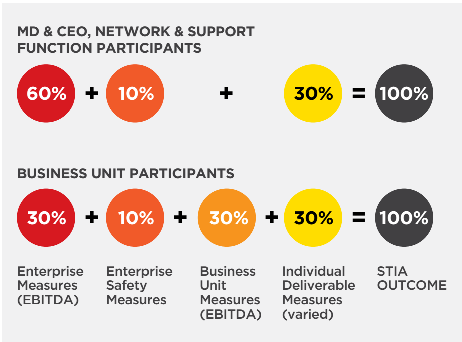


FIGURE 5 — STIA TARGET PERFORMANCE OUTCOME CALCULATION



Directors' report (continued)
REMUNERATION REPORT

TABLE 6 — SHORT TERM INCENTIVE AWARD FINANCIAL YEAR 2026 OBJECTIVES[1]

PERFORMANCE MEASURE	WEIGHTING: MD & CEO, CFO & NETWORK	WEIGHTING: COAL, BULK & CONTAINERISED FREIGHT	TARGET	FY2026 PERFORMANCE OUTCOME
ENTERPRISE				
Group Underlying EBITDA: Underlying EBITDA delivers financial benefit to shareholders through the achievement of underlying operating earnings.	60%	30%	$1,723m	$1,724m ●
Group Safety: The measures drive a commitment to delivering a continuous safety improvement culture across all of the Company measured through equally weighted parameters which include:				
› Total Recordable Injury Frequency Rate (TRIFR)	5%	5%	7.46	9.75 ●
› Serious Injury and Fatality Frequency Rate, including both actual and potential events (SIFR(a+p)).	5%	5%	1.48	1.58 ●
BUSINESS UNIT				
Coal Underlying EBITDA	–	30%	$536m	$540m ●
Bulk & Containerised Freight Underlying EBITDA			$217m	Not disclosed ●
INDIVIDUAL				
At the start of the performance year the Board determines the MD & CEO individual deliverables. These individual deliverables are based on the Aurizon strategy of continuing to optimise, excel and extend the business. Relevant measures are subsequently cascaded to the Group Executives and the organisation. During FY2026 key deliverables included: › UT5+ Network Undertaking › Progress growth initiatives in Bulk, Containerised Freight and other non-coal growth execution › Deliver cost base reduction program and efficiency through continued transformation › Deliver disciplined train operations improvements in CQCN.	30%	30%	Individual performance targets vary for each specific role	Individual outcomes for MD & CEO and Executive KMP ranged from Target to Stretch
TOTAL OUTCOME	100%	100%		

1 Company performance hurdles relate to continuing operations.

● Stretch ● Between Target & Stretch ● Target ● Between Threshold & Target ● Threshold ● Below Threshold

TABLE 7 — SHORT TERM INCENTIVE AWARDED IN FINANCIAL YEAR 2026

NAME	TARGET STIA $'000	MAXIMUM POTENTIAL STIA $'000	AWARDED FY2026 $'000: STIA CASH COMPONENT	AWARDED FY2026 $'000: STIA DEFERRED SHARE COMPONENT[1]	AWARDED FY2026 $'000: TOTAL STIA PAYMENT	% OF TARGET STIA	% OF MAXIMUM STIA	% OF MAXIMUM STIA FORFEITED
EXECUTIVE KMP								
A Harding	1,836	2,754	1,147	765	1,911	104	69	31
G Lippiatt	643	964	309	206	515	80	53	47
E McKeiver	605	908	389	259	648	107	71	29
C Peppler[2]	505	757	311	207	518	103	68	32
I Wells[3]	150	225	86	57	143	96	64	36
FORMER EXECUTIVE KMP								
G Long[4]	432	647	264	176	440	102	68	32

1 A portion (40%) of the STIA awarded in the form of rights to shares, which vest on the first anniversary of payment of the cash component subject to Board's ability to 'claw-back' and a service condition.
2 The amounts reflect earnings since appointment to Group Executive Network from 4 August 2025.
3 The amounts reflect earnings since commencement as CFO & Group Executive Strategy on 7 April 2026.
4 The amounts reflect earnings for the period 1 July 2025 to 6 April 2026 when G Long ceased in the role of Acting CFO & Group Executive Strategy.

7. Long term incentive award

What is the LTIA and who participates?

The LTIA is the component of Total Potential Remuneration linked to providing long-term incentives for selected Executives whom the Board has identified as being able to contribute directly to the generation of long-term shareholder returns. This includes the MD & CEO, Executive KMP, the remaining Group Executives and a number of other management employees.

What is the amount that Executives can earn through an LTIA?

The maximum potential remuneration (expressed as a percentage of Fixed Remuneration) available through the LTIA is 150% in the case of the MD & CEO and 112.5% for the remaining Executive KMP.

What is the performance period?

The company hurdles for the LTIA are measured over a four-year period. Retesting does not form part of any award.

What are the performance hurdles?

There are three performance hurdles: Relative Total Shareholder Return, Average Return on Invested Capital and Strategic Transformation as outlined in Table 9.

How is the LTIA determined?

The number of performance rights issued under the LTIA to each Executive is calculated by dividing their respective LTIA potential remuneration (expressed as a percentage of Fixed Remuneration) by the five-day Volume Weighted Average Price (VWAP) of Aurizon shares at the time of their award.

Each performance right is a right to receive one share in Aurizon upon vesting. The number of performance rights that vest is determined by performance outcomes compared against predetermined company hurdles as described in Table 8 and Table 9.

What happens when performance rights vest?

Performance rights awarded under the LTIA vest subject to the satisfaction of company hurdles. Rights vest and the resulting shares are transferred to the Executive at no cost to the Executive. Value of the award will be subject to movements in the Aurizon share price over the performance period, aligning Executive outcomes and shareholder experience.

Company performance and vesting outcomes for the 2022 LTIA is identified in Table 8. Aurizon's performance resulted in no component of this Award vesting.

TABLE 8 — COMPANY PERFORMANCE AGAINST LONG TERM INCENTIVE AWARDS SUBJECT TO TESTING IN FINANCIAL YEAR 2026

COMPANY HURDLE AND PERFORMANCE MEASUREMENT PERIOD		WEIGHTING	RESULT	VESTED	LAPSED
2022 AWARD: 1 JULY 2022 – 30 JUNE 2026					
Relative TSR: against peer group within ASX100 Index	30% of rights vest at the 50th percentile, 75% at the 62.5th percentile up to 100% at the 75th percentile	25%	Below 50th Percentile ●	0%	100%
ROIC: average annual ROIC FY2023 – FY2026	50% of rights vest with an average ROIC of 9.5%, up to 100% at 10.5%	50%	8.5% ●	0%	100%
Strategic Transformation: Non-Coal Underlying EBITDA growth over the performance period.	50% of rights vest with Non-Coal Underlying EBITDA growth of 45%, up to 100% at 60%	25%	11% ●	0%	100%

● Maximum ● Between Minimum and Maximum ● Minimum ● Below Minimum

Directors' report (continued)
REMUNERATION REPORT

TABLE 9 — LONG TERM INCENTIVE AWARD PERFORMANCE OVERVIEW AND HURDLES FOR FUTURE AWARDS

DEFINITION	VESTING THRESHOLDS

RELATIVE TOTAL SHAREHOLDER RETURN

Measures the growth in share price plus cash distributions notionally reinvested in shares and is:

- conditional on Aurizon's TSR performance relative to a peer group of companies in the ASX 100 index that are broadly comparable to Aurizon (i.e. with which Aurizon competes for capital and/or capability, specifically companies in the industrials, energy, materials, real estate and utilities Industry Sectors (approximately 50))
- determined by reference to a VWAP over a period to smooth any short-term 'peaks' or 'troughs'
- performance outcomes verified by an independent expert.

Vesting thresholds are consistent across all outstanding Awards

	WEIGHTING	MINIMUM VESTING		MAXIMUM VESTING
Outstanding				
2023 Award 2024 Award 2025 Award	25%	30% of rights vest at the 50th percentile	75% of rights vest at the 62.5th percentile	100% of rights vest at the 75th percentile
Future				
2026 Award				

All rights will vest pro-rata on a straight-line basis between the minimum and maximum vesting points

RETURN ON INVESTED CAPITAL

For the purposes of LTIA, ROIC is underlying EBIT divided by Invested Capital and will be calculated on the same basis as published ROIC with the following exceptions:

- adjusted, for Invested Capital, to exclude major (infrastructure investments with an approved budget capital expenditure over $250m) assets under construction until these investments are planned to generate income, subject to Board discretion (for example, in the case of a delay judged to be outside the control of management and not able to be foreseen or mitigated)
- adjusted (add-back depreciation charge and invested capital) to reflect asset impairments which occur during the performance period, excluding asset impairments driven by continued efficiency and productivity improvements.

Vesting thresholds are consistent across all outstanding Awards

	WEIGHTING	MINIMUM VESTING	MAXIMUM VESTING
Outstanding			
2023 Award 2024 Award 2025 Award	50%	50% of Rights vest with an average ROIC of 9.5%	100% of Rights vest with an average ROIC of 10.5%
Future			
2026 Award			

All rights will vest pro-rata on a straight-line basis between the minimum and maximum vesting points

STRATEGIC TRANSFORMATION

Measures the growth aspirations of the Bulk business and other non-Coal investments.

Aligns with the long-term strategic direction to more than double the size of the Bulk and Containerised Freight business by FY2030.

- For the 2022 Award, determined by reference to Non-Coal Underlying EBITDA growth over the performance period. The 2022 Award baseline reflects combined Underlying EBITDA for Bulk and One Rail Australia (excluding East Coast Rail).
- From the 2023 Award, determined by reference to Non-Coal Underlying EBITDA growth over the performance period. The baseline reflects Total Underlying Group EBITDA less Network and Coal EBITDA.

Vesting thresholds vary across outstanding Awards

	WEIGHTING	MINIMUM VESTING	MAXIMUM VESTING
Outstanding			
2023 Award	25%	50% of Rights vest with Non-Coal Underlying EBITDA growth of 121%	100% of Rights vest with Non-Coal Underlying EBITDA growth of 146%
2024 Award	25%	50% of Rights vest with Non-Coal Underlying EBITDA growth of 131%	100% of Rights vest with Non-Coal Underlying EBITDA growth of 157%
2025 Award	25%	50% of Rights vest with Non-Coal Underlying EBITDA growth of 283%	100% of Rights vest with Non-Coal Underlying EBITDA growth of 326%
Future			
2026 Award	25%	50% of Rights vest with Non-Coal Underlying EBITDA growth of 146%	100% of Rights vest with Non-Coal Underlying EBITDA growth of 173%

All rights will vest pro-rata on a straight-line basis between the minimum and maximum vesting points

How does Aurizon utilise retention awards?

In some circumstances, as approved by the Board, Management may recommend using retention awards where the services of an individual are considered critical to Aurizon over the short-to-medium term and the existing remuneration arrangements are thought to be insufficient to retain those services. Retention awards may be time-based or project-based and are governed by stringent performance conditions and may be cash-based or equity-based. During FY2026, no retention awards were issued to Executive KMP and 216,034 performance rights were issued across a number of other employees, which includes rights granted per note 26 of the Financial Report (Page 95).

8. Executive employment agreements

Remuneration and other terms of employment for the MD & CEO and Executive KMP are formalised in an Employment Agreement as summarised in Table 10.

Minimum shareholding and retention policy

To align KMP and Group Executives with shareholders, the Company requires:

- Non-Executive Directors to accumulate and maintain one year's Total Directors' fees (consisting of Directors' fee plus applicable Committee fee/s) of shares in the Company
- the MD & CEO to accumulate and maintain one year's Fixed Remuneration of shares in the Company
- the remaining Executive KMP and Group Executives to accumulate and maintain 50% of one year's Fixed Remuneration of shares in the Company.

This is to be achieved within six years of the date of their appointment. This will be calculated with reference to the Total Directors' fees and Executives' Fixed Remuneration during the period divided by the number of years.

Table 11 shows the shareholding and movements in shares held by KMP during the year.

Hedging and margin lending policies

Aurizon has in place a policy that prohibits Executives from hedging economic exposure to unvested rights that have been issued pursuant to a Company employee share plan. The policy also prohibits margin loan arrangements for the purpose of purchasing Aurizon shares. Adherence to this policy is monitored regularly and involves each Executive signing an annual declaration of compliance with the policy.

TABLE 10 — EMPLOYMENT AGREEMENTS

NAME	DURATION OF EMPLOYMENT AGREEMENT	FIXED REMUNERATION AT END OF FINANCIAL YEAR 2026[1]	NOTICE PERIOD[2] BY EXECUTIVE	NOTICE PERIOD[2] BY COMPANY[3]
EXECUTIVE KMP				
A Harding	Ongoing	1,836	6 months	12 months
G Lippiatt	Ongoing	857	3 months	6 months
E McKeiver	Ongoing	807	3 months	6 months
C Peppler	Ongoing	742	3 months	6 months
I Wells	Ongoing	857	3 months	6 months

1 Fixed remuneration includes a superannuation component and reflects 26 pays.
2 Post employment restraints in any competitor business in Australia are aligned to the notice period.
3 Any termination payment will be subject to compliance with the *Corporations Act 2001*.

TABLE 11 — KMP SHAREHOLDINGS AS AT 30 JUNE 2026

NAME	NUMBER OF SHARES: BALANCE AT THE START OF THE YEAR	RECEIVED DURING THE YEAR	OTHER CHANGES DURING THE YEAR	BALANCE AT THE END OF THE YEAR	MINIMUM SHAREHOLDING REQUIREMENT ACHIEVED[1]	DATE MINIMUM SHAREHOLDING REQUIRED
NON-EXECUTIVE DIRECTORS						
T Longstaff	57,500	–	12,350	69,850		1 June 2029
M Bastos	65,947	–	–	65,947	Yes	
A McMillan	–	–	–	–		1 January 2032
S Ryan	68,000	–	–	68,000	Yes	
L Strambi	71,392	–	–	71,392	Yes	
S Tough	31,586	–	16,391	47,977		1 September 2029
EXECUTIVE KMP						
A Harding	2,619,720	356,220	–	2,975,940	Yes	
G Lippiatt	292,801	118,050	(60,000)	350,851	Yes	
E McKeiver	143,137	117,389	(127,841)	132,685	Yes	
C Peppler[2]	49,354	63,356	–	112,710		28 November 2028
I Wells[3]	–	–	–	–		7 April 2032
FORMER NON-EXECUTIVE DIRECTORS						
R Caplan[4]	82,132	–	–	82,132	N/A	N/A
T Poole[5]	250,500	–	–	250,500	N/A	N/A
FORMER EXECUTIVE KMP						
P Bains[6]	506,689	–	–	506,689	N/A	N/A
G Long[7]	135,728	82,761	–	218,489	N/A	N/A

1 Share price for the purposes of calculating the minimum shareholding requirement is the share price as at 30 June 2026 ($4.18).
2 Reflects balance on appointment as Group Executive Network from 4 August 2025.
3 Reflects balance on appointment as Chief Financial Officer & Group Executive Strategy from 7 April 2026.
4 R Caplan retired on 29 August 2025. Balance at the end of the year reflects balance at date of retirement.
5 T Poole retired on 15 January 2026. Balance at the end of the year reflects balance at date of retirement.
6 P Bains ceased in role on 1 August 2025 and with the Company on 26 September 2025. Balance at the end of the year reflects balance at the date they ceased as KMP.
7 G Long was acting Chief Financial Officer & Group Executive Strategy from 1 July 2025 to 6 April 2026. Balance at the end of the year reflects balance at the date they ceased in the role. Balance includes shares held by a close family member.

Directors' report (continued)
REMUNERATION REPORT

9. Non-Executive director remuneration

Fees for Non-Executive Directors are set at a level to attract and retain Directors with the necessary skills and experience to allow the Board to have a proper understanding of, and competence to deal with, current and emerging issues for Aurizon.

Remuneration for Non-Executive Directors is reviewed by the Committee and set by the Board, taking into account external benchmarking. Fees and payments to Non-Executive Directors are reviewed annually by the Board and reflect the demands which are made on, and the responsibilities of, the Directors.

The Chairman's fees are determined independently to the fees of Non-Executive Directors, based on comparative roles in the external market. The Chairman does not participate in any discussions relating to the determination of his own remuneration.

Fee structure

The current annual base fees for the Non-Executive Directors are set out in Table 12.

The Chairman's fee is inclusive of fees for Committee memberships.

In addition, to the base Directors' fee, the other Non-Executive Directors receive the applicable fee component for chairperson and/or membership responsibilities. These Committee fees are set out in Table 13.

The base Directors' fee and Committees fees include both cash and any contributions to a fund for the purposes of superannuation benefits. There are no other retirement benefits in place for Non-Executive Directors.

Non-Executive Directors do not receive a performance pay.

The actual remuneration outcomes for the Non-Executive Directors of the Company are summarised in Table 14. Details of the Non-Executive Director membership is disclosed on Page 8.

What are the aggregate fees approved by shareholders?

The aggregate fees are $2.5 million. The cap does not include remuneration for performing additional or special duties for Aurizon at the request of the Board or reasonable travelling, accommodation and other expenses of Director in attending meetings and carrying out their duties.

TABLE 12 — DIRECTORS' FEES

DIRECTORS	TERM	FEES
Chairman	Directors' fees (inclusive of all responsibilities and superannuation)	$490,000
Other Non-Executive Directors	Directors' fees (inclusive of superannuation)	$170,000

TABLE 13 — COMMITTEE FEES

	NETWORK BOARD	AUDIT, GOVERNANCE & RISK MANAGEMENT COMMITTEE	PEOPLE & REMUNERATION COMMITTEE	SAFETY, HEALTH & ENVIRONMENT COMMITTEE
Chairperson	$40,000	$40,000	$35,000	$35,000
Member	$20,000	$20,000	$17,500	$17,500

TABLE 14 — NON-EXECUTIVE DIRECTORS' REMUNERATION

		SHORT-TERM EMPLOYEE BENEFITS		POST-EMPLOYMENT BENEFITS	
NAME	YEAR	SALARY AND FEES[1] $'000	NON-MONETARY BENEFITS[2] $'000	SUPERANNUATION $'000	TOTAL REMUNERATION $'000
NON-EXECUTIVE DIRECTORS					
T Longstaff[3]	**2026**	**321**	**–**	**27**	**348**
	2025	217	–	13	230
M Bastos	**2026**	**201**	**–**	**24**	**225**
	2025	202	–	23	225
A McMillan[4]	**2026**	**90**	**–**	**11**	**101**
	2025	–	–	–	–
S Ryan	**2026**	**212**	**–**	**5**	**217**
	2025	186	–	22	208
L Strambi	**2026**	**204**	**–**	**24**	**228**
	2025	204	–	24	228
S Tough	**2026**	**191**	**–**	**23**	**214**
	2025	184	–	21	205
FORMER NON-EXECUTIVE DIRECTORS					
R Caplan[5]	**2026**	**31**	**–**	**4**	**35**
	2025	186	–	22	208
T Poole[6]	**2026**	**254**	**–**	**16**	**270**
	2025	460	–	30	490
Total	**2026**	**1,504**	**–**	**134**	**1,638**
	2025	1,639	–	155	1,794

1 Salary and fees include any salary sacrificed benefits.
2 Non-monetary benefits represent the value of Reportable Fringe Benefits for the respective FBT year ending 31 March.
3 T Longstaff appointed Chairman on 16 January 2026.
4 A McMillan was appointed Director on 1 January 2026.
5 T Poole retired on 15 January 2026.
6 R Caplan retired on 29 August 2025.

10. Executive remuneration for financial year 2026

The table below details the number and value of movements in equity awards during FY2026[1].

TABLE 15 — RIGHTS GRANTED AS COMPENSATION

INCENTIVE PLAN[2]	BALANCE AT BEGINNING OF YEAR NO.	RIGHTS GRANTED[3] NO.	RIGHTS VESTED NO.	RIGHTS VESTED %	RIGHTS FORFEITED NO.	RIGHTS FORFEITED %	BALANCE AT END OF YEAR NO.	WEIGHTED FAIR VALUE PER RIGHT AT GRANT DATE $	GRANT DATE	VEST DATE	ISSUE DATE
EXECUTIVE KMP											
A Harding											
2022 LTIA[4]	694,087	–	–	–	(694,087)	100%	–	2.43	Oct-22	Jun-26	Oct-26
2023 LTIA	750,409	–	–	–	–	–	750,409	2.54	Oct-23	Jun-27	Oct-27
2024 DSTIA[5]	192,567	–	(192,567)	100%	–	–	–	3.44	Sep-24	Sep-25	Sep-25
2024 LTIA	822,090	–	–	–	–	–	822,090	2.37	Oct-24	Jun-28	Oct-28
2025 LTIA	–	842,202	–	–	–	–	842,202	2.34	Oct-25	Jun-29	Oct-29
2026 DSTIA[7]	–	182,425	–	–	–	–	182,425	4.19	Sep-26	Sep-27	Sep-27
G Lippiatt											
2022 LTIA[4]	231,362	–	–	–	(231,362)	100%	–	2.43	Oct-22	Jun-26	Oct-26
2023 LTIA	255,041	–	–	–	–	–	255,041	2.54	Oct-23	Jun-27	Oct-27
2024 DSTIA[5]	65,447	–	(65,447)	100%	–	–	–	3.44	Sep-24	Sep-25	Sep-25
2024 LTIA	287,799	–	–	–	–	–	287,799	2.53	Oct-24	Jun-28	Oct-28
2025 DSTIA[6]	12,833	(819)	–	–	–	–	12,014	3.21	Sep-25	Sep-26	Sep-26
2025 LTIA	–	294,839	–	–	–	–	294,839	2.34	Oct-25	Jun-29	Oct-29
2026 DSTIA[7]	–	49,201	–	–	–	–	49,201	4.19	Sep-26	Sep-27	Sep-27
E McKeiver											
2022 LTIA[4]	211,494	–	–	–	(211,494)	100%	–	2.43	Oct-22	Jun-26	Oct-26
2023 LTIA	233,154	–	–	–	–	–	233,154	2.53	Oct-23	Jun-27	Oct-27
2024 DSTIA[5]	67,592	–	(67,592)	100%	–	–	–	3.44	Sep-24	Sep-25	Sep-25
2024 LTIA	262,948	–	–	–	–	–	262,948	2.38	Oct-24	Jun-28	Oct-28
2025 DSTIA[6]	54,639	(3,488)	–	–	–	–	51,151	3.21	Sep-25	Sep-26	Sep-26
2025 LTIA	–	277,638	–	–	–	–	277,638	2.34	Oct-25	Jun-29	Oct-29
2026 DSTIA[7]	–	61,813	–	–	–	–	61,813	4.19	Sep-26	Sep-27	Sep-27
C Peppler[8]											
2022 LTIA[4]	63,882	–	–	–	(63,882)	100%	–	2.43	Oct-22	Jun-26	Oct-26
2023 LTIA	175,341	–	–	–	–	–	175,341	2.54	Oct-23	Jun-27	Oct-27
2024 DSTIA[5]	48,736	–	(48,736)	100%	–	–	–	3.44	Sep-24	Sep-25	Sep-25
2024 LTIA	205,522	–	–	–	–	–	205,522	2.37	Oct-24	Jun-28	Oct-28
2025 DSTIA[6]	25,198	(1,609)	–	–	–	–	23,589	3.21	Sep-25	Sep-26	Sep-26
2025 LTIA	–	255,275	–	–	–	–	255,275	2.34	Oct-25	Jun-29	Oct-29
2026 DSTIA[7]	–	54,550	–	–	–	–	54,550	4.19	Sep-26	Sep-27	Sep-27
I Wells[9]											
2026 DSTIA[7]	–	13,701	–	–	–	–	13,701	4.19	Sep-26	Sep-27	Sep-27
FORMER EXECUTIVE KMP											
P Bains[10]											
2022 LTIA[4]	238,303	–	–	–	–	–	238,303	2.43	Oct-22	Jun-26	Oct-26
2023 LTIA	262,704	–	–	–	–	–	262,704	2.54	Oct-23	Jun-27	Oct-27
2024 DSTIA[5]	64,051	–	–	–	–	–	64,051	3.44	Sep-24	Sep-25	Sep-25
2024 LTIA	287,799	–	–	–	–	–	287,799	2.53	Oct-24	Jun-28	Oct-28
2025 DSTIA[6]	35,334	(2,255)	–	–	–	–	33,079	3.21	Sep-25	Sep-26	Sep-26
G Long[11]											
2022 LTIA[4]	177,860	–	–	–	–	–	177,860	2.43	Oct-22	Jun-26	Oct-26
2023 LTIA	204,033	–	–	–	–	–	204,033	2.54	Oct-23	Jun-27	Oct-27
2024 DSTIA[5]	42,432	–	(42,432)	100%	–	–	–	3.44	Sep-24	Sep-25	Sep-25
2024 LTIA	230,373	–	–	–	–	–	230,373	2.54	Oct-24	Jun-28	Oct-28
2025 DSTIA[6]	10,273	(656)	–	–	–	–	9,617	3.21	Sep-25	Sep-26	Sep-26
2025 LTIA	–	258,028	–	–	–	–	258,028	2.34	Oct-25	Jun-29	Oct-29
2026 DSTIA[7]	–	41,969	–	–	–	–	41,969	4.19	Sep-26	Sep-27	Sep-27

1 Each equity instrument granted, vested or exercised (as applicable) were issued by Aurizon and resulted or will result in a right to receive one ordinary share in Aurizon being provided.
2 Rights issued expire at 31 December in the year of the vest date.
3 The number of performance rights awarded, as described in Section 6 and Section 7, is a function of the market price (5-day VWAP) at the time of the award, that is, 'face value'. For remuneration purposes, Aurizon does not use fair value to determine LTI Awards.
4 Details of vesting outcomes are described in Table 8.
5 Deferred STIA component as described in Section 3 and Section 6 of this report and Table 7 in the FY2024 Remuneration Report
6 Deferred STIA component as described in Section 3 and Section 6 of this report and Table 6 in the FY2025 Remuneration Report. Rights shown as granted during FY2026 reflect a true-up to adjust based on the actual number of rights issued.
7 An estimate for the number of rights to be awarded under the FY2026 deferred STIA scheme is included using the VWAP share price of $4.19 per share at 30 June 2026. The FY2026 deferred STIA will be awarded in performance rights in September 2026 and become unrestricted in September 2027 pending vesting conditions.
8 C Peppler was appointed Group Executive Network on 4 August 2025. The Balance at Beginning of Year reflects the balance at the date of commencement.
9 I Wells was appointed Chief Financial Officer & Group Executive Strategy from 7 April 2026. The Balance at Beginning of Year reflects the balance at the date of commencement.
10 P Bains ceased in role on 1 August 2025 and with the Company on 26 September 2025. The Balance at End Year reflects the balance at the date they ceased in the role.
11 G Long was acting Chief Financial Officer & Group Executive Strategy from 1 July 2025 to 6 April 2026. The Balance at Beginning of Year and Balance at End of Year reflect the balance at commencement and cessation in the role, respectively.

Directors’ report (continued)
REMUNERATION REPORT

Details of the remuneration paid to Executives are set out below and has been prepared in accordance with the accounting standards.

TABLE 16 — EXECUTIVE REMUNERATION

		SHORT-TERM EMPLOYEE BENEFITS					POST-EMPLOYMENT BENEFITS	LONG-TERM BENEFITS	EQUITY-SETTLED SHARE-BASED PAYMENTS				
NAME	YEAR	CASH SALARY AND FEES[1] $'000	CASH BONUS[2] $'000	ANNUAL LEAVE[3] $'000	NON-MONETARY BENEFITS[4] $'000	OTHER $'000	SUPER-ANNUATION[5] $'000	LONG-SERVICE LEAVE $'000	RIGHTS[6] $'000	CONTRACTUAL TERMINATION PAYMENTS $'000	TOTAL $'000	PROPORTION OF COMPENSATION PERFORMANCE RELATED[7] %	REMUNERATION CONSISTING OF RIGHTS FOR THIS YEAR %
EXECUTIVE KMP		**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**	**J**	**K**	**L**
A Harding	**2026**	**1,806**	**1,147**	**(28)**	**–**	**–**	**30**	**35**	**958**	**–**	**3,948**	**53%**	**24%**
	2025	1,806	–	(43)	10	–	30	41	1,540	–	3,384	46%	46%
G Lippiatt	**2026**	**827**	**309**	**(9)**	**–**	**–**	**30**	**15**	**335**	**–**	**1,507**	**43%**	**22%**
	2025	827	58	(1)	–	–	30	25	550	–	1,489	41%	37%
E McKeiver	**2026**	**777**	**389**	**11**	**–**	**–**	**30**	**19**	**406**	**–**	**1,632**	**49%**	**25%**
	2025	753	246	(8)	–	–	30	(37)	576	–	1,560	53%	37%
C Peppler[8]	**2026**	**649**	**311**	**16**	**–**	**–**	**27**	**2**	**410**	**–**	**1,415**	**51%**	**29%**
	2025	–	–	–	–	–	–	–	–	–	–	–	–
I Wells[9]	**2026**	**198**	**86**	**9**	**16**	**40**	**8**	**1**	**9**	**–**	**367**	**26%**	**2%**
	2025	–	–	–	–	–	–	–	–	–	–	–	–
FORMER EXECUTIVE KMP													
P Bains[10]	**2026**	**77**	**–**	**(6)**	**6**	**–**	**3**	**(5)**	**65**	**848**	**988**	**7%**	**7%**
	2025	827	159	(44)	–	–	30	21	603	–	1,596	48%	38%
G Long[11]	**2026**	**554**	**264**	**1**	**4**	**–**	**23**	**19**	**507**	**–**	**1,372**	**56%**	**37%**
	2025	–	–	–	–	–	–	–	–	–	–	–	–
A Dartnell[12]	**2026**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	2025	674	–	(4)	–	–	30	27	380	786	1,893	20%	20%
Total Executive KMP compensation (group)	**2026**	**4,888**	**2,506**	**(6)**	**26**	**40**	**151**	**86**	**2,690**	**848**	**11,229**	**46%**	**24%**
	2025	4,887	463	(100)	10	–	150	77	3,649	786	9,922	41%	37%

1 Cash salary and fees include any salary sacrifice benefits.
2 This amount relates to the cash component (60%) of the FY2026 STIA which will be paid in September 2026.
3 Annual leave represents annual leave accrued or utilised during the financial year and excludes periods of unpaid annual leave. Negative amounts represent the utilisation of annual leave.
4 Non-monetary benefits include the value of relocation benefits provided and Reportable Fringe Benefits for the respective FBT year ending 31 March.
5 Superannuation amounts represent employers' contribution to superannuation.
6 The accounting expense recognised in relation to rights granted in the year is the fair value independently calculated at grant date using an expected outcome model. This was consistent with the Monte-Carlo simulation conducted in the prior year and resulted in similar outcomes. This amount is progressively expensed over the vesting period. Refer to note 26 for further details regarding the fair value of Rights. These values may not represent the future value that the Executive will receive, as the vesting of the Rights is subject to the achievement of performance conditions. This includes the cost of deferred short-term incentives and long-term incentives.
7 The short-term incentives (cash bonus), deferred short-term incentives and long-term incentives (equity settled share-based payments) represent the at-risk performance related remuneration.
8 C Peppler was appointed as Group Executive Network on 4 August 2025.
9 I Wells was appointed as Chief Financial Officer & Group Executive Strategy on 7 April 2026.
10 P Bains ceased in role on 1 August 2025 and with the Company on 26 September 2025.
11 G Long was acting Chief Financial Officer & Group Executive Strategy from 1 July 2025 to 6 April 2026.
12 A Dartnell ceased in role on 30 June 2025 and with the Company on 29 August 2025.

Deloitte.

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17 August 2026

Board of Directors
Aurizon Holdings Limited
900 Ann Street
Fortitude Valley QLD 4006
Australia

Dear Board Members

Auditor's Independence Declaration to Aurizon Holdings Limited

In accordance with section 307C of the *Corporations Act 2001*, I am pleased to provide the following declaration of independence to the Board of Directors of Aurizon Holdings Limited.

As lead audit partner for the audit of the financial report and review of the sustainability report of Aurizon Holdings Limited for the year ended 30 June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the *Corporations Act 2001* in relation to the audit of the financial report and review and audit of specified sustainability disclosures; and
- Any applicable code of professional conduct in relation to the audit or review.

Yours faithfully

Deloitte Touche Tohmatsu
DELOITTE TOUCHE TOHMATSU

Matthew Donaldson
Partner
Chartered Accountants

Corporate governance statement

Aurizon Holdings Limited and the entities it controls (**Aurizon** or **Company**) believe corporate governance is a critical pillar on which business objectives and, in turn, shareholder value must be built.

The Board has adopted a suite of charters and key corporate governance documents that articulate the policies and procedures followed by Aurizon. These documents are available in the Corporate Governance section of the Company's website **aurizon.com.au**. These documents are reviewed periodically to address any changes in governance practices and the law.

This Statement explains how Aurizon complies with the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations — 4th Edition* (ASX Principles and Recommendations), and all the practices outlined in this Statement unless otherwise stated, have been in place for the full reporting period.

This Statement was adopted by the Board on 14 August 2026.

Principle 1: Lay solid foundations for management and oversight

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
1.1 Role of Board and management which is set out in a Board Charter	The Board has established a clear distinction between the functions and responsibilities reserved for the Board and those delegated to management, which are set out in the Aurizon Board Charter (Charter). The Charter also provides an overview of the roles of the Chairman, individual Directors, the Managing Director & CEO and the Company Secretary. A copy of the Charter is available in the Corporate Governance section of the Company's website aurizon.com.au.	✓
1.2 Information regarding election and re-election of Director candidates and appropriate checks are undertaken on Director and senior executive appointments	Aurizon carefully considers the character, experience, education, skill set as well as interests and associations of potential candidates for appointment to the Board and conducts appropriate checks to verify the suitability of each candidate prior to their appointment. Aurizon has appropriate procedures in place to ensure material information relevant to a decision to elect or re-elect a Director is disclosed in the Notice of Meeting provided to shareholders. Aurizon also conducts checks in relation to character, experience, education, criminal records and bankruptcy history of each candidate before appointing a new Director or a senior executive (e.g. the Managing Director & CEO and their direct reports).	✓
1.3 Written agreements setting out terms of appointment	In addition to being set out in the Charter, the roles and responsibilities of Directors are also formalised in a letter of appointment entered into with each Director on their appointment. The letters of appointment specify the term of appointment, time commitment envisaged, expectations in relation to committee work and any other special duties attached to the position (if any), reporting lines, remuneration arrangements, disclosure obligations in relation to personal interests, confidentiality obligations, insurance and indemnity entitlements and details of the Company's key governance policies, such as the Securities Dealing Policy. A copy of the Company's key governance policies can be found on the Company's website aurizon.com.au. Each senior executive enters into a service contract which sets out the material terms of employment, including a description of the senior executive's position and duties, reporting lines, remuneration arrangements, termination rights and entitlements. The details and experience of each senior executive (known as the Executive Committee) are listed in the Leadership section of the Company's website aurizon.com.au. The material terms of the appointment of those senior executives who are Key Management Personnel can be found on Page 37 of the Annual Report.	✓
1.4 Company Secretary	Each Company Secretary is directly accountable to the Board, through the Chairman, for facilitating and advising on the Company's corporate governance processes and on all matters to do with the proper functioning of the Board. Each Director is entitled to access the advice and services of each Company Secretary. The Charter also sets out the responsibilities of the Company Secretary. In accordance with the Company's Constitution and Charter, the appointment or removal of a Company Secretary is a matter for the Board as a whole. Details of each Company Secretary's experience and qualifications are set out on Page 6 of the Annual Report.	✓

Principle 1: Lay solid foundations for management and oversight (continued)

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
1.5 Diversity	Aurizon has had a Diversity and Inclusion Policy since 2011 which is reviewed periodically, and which sets out its objectives including its stated values and reporting practices with respect to inclusion and diversity. It is available in the Corporate Governance section of the Company's website aurizon.com.au. The Board and management remain committed to increasing female representation at all levels within the Company. The measurable objectives and outcomes for diversity, agreed by the Board for FY2026, are set out below:	✓

ENTERPRISE MEASURES	FY2026 TARGET	FY2026 ACTUAL
Gender representation on the Board	Minimum 30% (each gender)	43% women/57% men
Representation of women in senior executive roles (being the Group Executives)	30%	20%
Representation of women in the workforce	24%	23%
Representation of Aboriginal and Torres Strait Islander people in Aurizon	7%	7%

Note: This reflects the position at 30 June 2026.

In compliance with the *Workplace Gender Equality Act 2012*, Aurizon submitted its annual compliance reports to the Workplace Gender Equality Agency. Aurizon's most recent Gender Equality Indicators (as defined in the *Workplace Gender Equality Act 2012*) are available on the Workplace Gender Equality Agency website **www.wgea.gov.au**.

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
1.6 Board reviews	A performance review is undertaken annually in relation to the Board and the Board Committees. Periodically the Board reviews the individual performance of the Directors (including the Chairman) and engages a professional independent consultant experienced in Board reviews to conduct a review of the Board and its Committees, and the effectiveness of the Board as a whole. The last external review took place in FY2024. In relation to FY2026, the annual review was conducted internally. The process included the Chair and Directors meeting to discuss Board, Committee and individual performance.	✓
1.7 Management reviews	Each year the Board sets financial, operational, management and individual targets for the Managing Director & CEO. The Managing Director & CEO (in consultation with the Board) in turn sets targets for senior executives. Performance against these targets is assessed periodically throughout the year and a formal performance evaluation for senior executives is completed for the year-end. The Company's People & Remuneration Committee reviews the remuneration and performance management frameworks during the year. In addition, the Managing Director & CEO and each senior executive presents to the Board on the status of, progress made towards and their performance against their set key deliverables. A performance evaluation as described was undertaken for all senior executives in FY2026. In respect of the Managing Director & CEO, the evaluation was led by the Chairman and discussed with the People and Remuneration Committee. A senior executive succession process is undertaken to promote stable talent pipelines for critical roles. The process is supported by Board-led talent deep dives that consider the Company's timing, context and future capability needs. Select Directors are involved in interview and selection processes for the Managing Director & CEO role and its direct reports. Appropriate checks are undertaken and all senior executives enter into a written agreement with Aurizon setting out the terms of their appointment.	✓

Corporate governance statement (continued)

Principle 2: Structure the Board to be effective and add value

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
2.1 Nominations Committee	The Nomination & Succession Committee comprises all Non-Executive Directors (including the Chairman), all of whom are Independent. Details of the membership of the Nomination & Succession Committee, including the names and qualifications of the Committee members, are set out on Pages 4–5 of the Annual Report. The number of meetings held and attended by each member of the Nomination & Succession Committee during the financial year are set out on Page 8 of the Annual Report. The Nomination & Succession Committee assists the Board by facilitating and making recommendations on matters of Board composition, succession planning, the appointment and recruitment of Directors, together with the ongoing implementation of professional development programs as well as the Board review processes. During FY2026, the Nomination & Succession Committee assisted the Board in, among other things, engaging an external consultant to commence the search for new Directors. The Charter governing the conduct of the Nomination & Succession Committee is reviewed annually and is available in the Corporate Governance section of the Company's website aurizon.com.au. Aurizon also has in place a policy on the election and appointment of Non-Executive Directors, which is reviewed annually.	✓
2.2 Board skills	During the reporting period, the Board reviewed its Board Skills Matrix which identifies the diverse mix of skills and experience considered optimal for the Board. The Board considers that Directors have an appropriate range of skills, knowledge and experience necessary to direct the Company. Detail regarding the Board Skills Matrix, and the skills and experience of each Director and the Board collectively is included on Pages 4–7 of the Annual Report.	✓
2.3 Disclose independence and length of service	Details regarding which Directors are considered independent and the length of their service are set out on Page 4 of the Annual Report. During FY2026, Mr Bastos has been a Director of Anglo America PLC, a long-term customer of the Company. The Board remains satisfied that Mr Bastos continues to bring an impartial mind and judgement to his role as Director. Only the Managing Director & CEO is not considered independent, by virtue of the role being an Executive of the Company.	✓
2.4 Majority of Directors independent	In accordance with the Charter, the majority of Directors are considered to be independent and Directors abstain from participating in discussion or voting on matters in which they have a material personal interest. Details regarding which Directors are considered independent and the length of their service are set out on Page 4 of the Annual Report and in response to Recommendation 2.3 above.	✓
2.5 Chair independent	The role of Chairman is performed by Timothy Longstaff, who is an Independent Non-Executive Director. The role of Managing Director & CEO is performed by Andrew Harding, who is an Executive Director. Further details regarding the Directors are set out on Pages 4–5 of the Annual Report.	✓
2.6 Induction and professional development	An induction process including appointment letters and ongoing education exists to promote early, active and relevant involvement of new and existing members of the Board. In addition to peer review, interaction and networking with other Directors and industry leaders, Directors participate, from time to time, in Aurizon leadership forums and actively engage with Aurizon employees by visiting operational sites to gain an understanding of the Company's operating environment. During the year, Directors receive accounting policy updates, especially around the time the Board considers the half-year and full-year financial statements. The Board also receives briefings periodically on relevant matters including legal, accounting, regulatory and technology developments. Directors are encouraged and given the opportunity to broaden their knowledge of the business by visiting offices and sites in different locations. During the financial year, Directors made visits to operational sites across the Bulk, Coal, Containerised Freight and Network businesses in Queensland, South Australia and Western Australia.	✓

Principle 3: Instil a culture of acting lawfully, ethically and responsibly

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
3.1 The values of the Company are articulated and disclosed	The Company has a clear set of core values. These core values are Safety, People, Integrity, Customer and Excellence. A description of these values is set out in the Company's Code of Conduct and the Company's Annual Report. The Company's values, their articulation and their acknowledgement are embedded in all meetings of the Board, Board Committees and the Managing Director & CEO's Executive meetings, and form part of the performance and remuneration framework of the Company.	✓
3.2 Code of Conduct	The Board has a Code of Conduct for its Directors, senior executives and employees, a copy of which is available in the Corporate Governance section of the Company's website aurizon.com.au. The Company's Code of Conduct forms part of the induction of Directors as well as new employees. The code is reviewed periodically by the Board. The Board is informed of any material breaches of the code either through the whistleblower reports or the governance reports that are presented from time to time to the Company's Audit, Governance & Risk Management Committee.	✓
3.3 Whistleblower Policy	The Company has a Whistleblower Policy which supports the Company's values and Code of Conduct. The policy outlines how employees, contractors and suppliers can report concerns of improper conduct connected to Aurizon and is available to view in the Corporate Governance section at www.aurizon.com.au. The Head of Risk and Internal Audit coordinates or manages the investigation process for any matters reported under the policy. The Board, through the Audit, Governance & Risk Management Committee, receives regular reporting and reviews the progress and outcomes of investigations of all matters reported under the policy.	✓
3.4 Anti-Bribery and Anti-Corruption Policy	The Company has a firm commitment to conducting its business operations lawfully, ethically and fairly and has an Anti-Bribery and Anti-Corruption Policy which supports the Company's values. The policy is available to view in the Corporate Governance section at www.aurizon.com.au. Breaches of the policy are required to be reported to the Head of Risk and Internal Audit. The Board, through the Audit, Governance & Risk Management Committee reviews the progress and outcomes of investigations for any matters reported under this policy.	✓

Principle 4: Safeguard the integrity of corporate reports

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
4.1 Audit Committee	The Audit, Governance & Risk Management Committee comprises three members, all of whom are Independent Non-Executive Directors. Details of the membership of the Audit, Governance & Risk Management Committee, including the names and qualifications of the Committee members, are set out on Pages 4–5 of the Annual Report. In addition to the Audit, Governance & Risk Management Committee members, the Managing Director & CEO, CFO, Head of Risk and Internal Audit, external auditors and each Company Secretary attend the Audit, Governance & Risk Management Committee meetings. The number of meetings held and attended by each member of the Audit, Governance & Risk Management Committee during the financial year are set out on Page 8 of the Annual Report. The Audit, Governance & Risk Management Committee reviews and makes recommendations to the Board on matters including the Company's financial and governance reporting processes, the governance and risk policies and frameworks of the Company, the internal and external audit functions, risk and control culture and the control environment. The Audit, Governance & Risk Management Committee Charter is reviewed annually and is available on the Company's website aurizon.com.au. Among other things, the Audit, Governance & Risk Management Committee reviews the processes that validate the Directors' Report and the Annual Report. The Board, as a whole, has oversight of other corporate reporting, such as investor presentations prepared for full-year and half-year results briefings or at other times.	✓
4.2 CEO and CFO certification of financial statements	The Board has obtained a written assurance from the Managing Director & CEO and CFO that the declaration provided under Section 295A of the *Corporations Act 2001* (and for the purposes of Recommendation 4.2) is founded on a sound system of risk management and internal control, and that the system is operating effectively in all material respects in relation to financial reporting and material business risks.	✓

Corporate governance statement (continued)

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
4.3 Disclose processes to verify the integrity of periodic corporate reports released to the market	The periodic corporate reports, being the half-year and full-year financial statements, including the Company's Annual Report, are underpinned by a certification process whereby each Group Executive and Head of Finance for each Business Unit and corporate and support areas responds to set questionnaires and signs a certification. This process provides verification and sign off for the Managing Director & CEO and CFO, followed by a signed representation letter to the external auditors and a signed declaration to the Board that supports that the accounts provide a true and fair view, that there is integrity in the statements, and that the financial statements comply with the *Corporations Act 2001* and relevant Accounting standards. The certification process is reviewed annually with the view that it remains current having regard to any changes in the *Corporations Act 2001*, accounting standards or governance. The Sustainability Report contains the Group's mandatory climate-related disclosures prepared in accordance with AASB S2 *Climate-related Disclosures* which is supported by a management certification process and a verification process and independent external assurance by Deloitte under ASSA 5010. For FY2026, Deloitte provides reasonable assurance over Scope 1 and Scope 2 emissions and limited assurance over governance, specified strategy disclosures and voluntary Scope 3 emissions. For other types of periodic corporate reports (including the annual Directors' Report and the Annual Results Presentation), the Company conducts an internal review and verification process to ensure that such reports are materially accurate, balanced and provide investors with appropriate information. Where applicable, the relevant reports will be approved in accordance with the Company's Disclosure and Communication Policy.	✓

Principle 5: Make timely and balanced disclosure

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
5.1 Disclosure and Communications Policy	Aurizon has a Disclosure & Communications Policy which sets out the processes and practices to ensure compliance with the continuous disclosure requirements under the ASX Listing Rules and the *Corporations Act 2001*. Aurizon has guidelines to assist officers and employees of the Company comply with the Company's Disclosure & Communications Policy. A copy of the policy is available on the Company's website aurizon.com.au.	✓
5.2 Material market announcements	The Board receives a copy of all material market announcements issued under Listing Rule 3.1.	✓
5.3 New and substantive investor or analyst presentation materials to be released to the ASX ahead of the presentation	Aurizon releases new and substantive presentations to the ASX prior to them being presented. This will typically occur at the half-year and full-year results briefings, prior to the Annual General Meeting and when an investor day is held. Where practicable, shareholders are provided with the opportunity to participate in such presentations, for example by providing dial-in details.	✓

Principle 6: Respect the rights of security holders

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
6.1 Information on website	Aurizon keeps investors informed of its corporate governance, financial performance and prospects via announcements to the ASX and the Company's website. Investors can access copies of all announcements to the ASX, notices of meetings, annual reports, investor presentations, webcasts and/or transcripts of those presentations and a key event calendar via the 'Investors' tab. Investors can access general information regarding the Company and the structure of its business under the 'Who we are', 'What we do' and 'Sustainability' tabs.	✓
6.2 Investor relations programs	Aurizon conducts regular market briefings including in relation to its half-year and full-year results announcements, holds investor days and site visits, and attends regional and industry-specific conferences in order to facilitate effective two-way communication with investors and other financial markets participants. Access to senior executives and operational management is provided to investors and analysts at these events, with separate one-on-one or group meetings offered whenever possible. The presentation material provided at these events is sent to the ASX prior to commencement and subsequently posted on the 'Investors' tab on the Company's website, including the webcast and transcript if applicable.	✓
6.3 Facilitate and encourage participation at meetings of security holders	Aurizon uses technology to facilitate the participation of security holders in meetings including webcasting of the Annual General Meeting (AGM). In 2026, the Company will host a hybrid AGM in Brisbane, Queensland giving security holders (or their proxies or representatives) the opportunity to attend, comment and ask questions, and vote either online or in person.	✓
6.4 Resolutions decided by Poll	Shareholders are encouraged to participate and are given an opportunity to ask questions of the Company and its auditor at the AGM. All resolutions put to shareholders at the Company's AGM are determined by Poll.	✓
6.5 Option to receive communications electronically	Aurizon provides shareholders the option to receive communications from, and send communications to, the Company and the share registry electronically.	✓

Principle 7: Recognise and manage risk

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
7.1 Risk Committee	Aurizon's Audit, Governance & Risk Management Committee oversees the process for identifying and managing material risks faced by the Company in accordance with the Aurizon Enterprise Risk Management Framework and Appetite, and undertakes the functions of a risk committee as set out in the ASX Principles and Recommendations. Further details regarding the Committee, its membership, charter and the number of meetings held during the financial year and attendance at those meetings, are set out in response to Recommendation 4.1 and on Page 8 of the Annual Report.	✓
7.2 Annual risk review	The Board reviews Aurizon's Enterprise Risk Management Framework and Appetite at least annually to approve updates, where required. In FY2026 the Board considered, reviewed and approved minor changes to the Enterprise Risk Management Framework and Appetite. The Audit, Governance & Risk Management Committee also monitors management's performance against the Enterprise Risk Management Framework and Appetite, including whether it is operating within the risk appetite set by the Board. The Executive Committee regularly reviews and updates the enterprise risk profile to satisfy itself that Aurizon is operating with due regard to the risk appetite set by the Board. The Company's Governance, Risk and Internal Audit Function is responsible for providing oversight of the Enterprise Risk Management Framework and Appetite and assurance on the management of significant risks to the Managing Director & CEO and the Board.	✓
7.3 Internal audit	The Company has an Internal Audit function that operates under a Board-approved Internal Audit Charter. The Internal Audit function is independent of management and the external auditor and is overseen by the Audit, Governance & Risk Management Committee. In accordance with the Committee Charter, the Committee's role includes making recommendations to the Board in relation to the appointment or removal of the Head of Risk and Internal Audit. The Head of Risk and Internal Audit provides ongoing internal audit reports to the Audit, Governance & Risk Management Committee, as well as an annual assessment of the adequacy and effectiveness of the Company's control processes and risk management procedures.	✓
7.4 Sustainability risks	Aurizon discloses material exposures to environmental, social and governance (ESG) risks and associated risk management strategies through our Annual Report. During FY2026, the Company published its 2025 Sustainability Report. Aurizon's FY2026 Sustainability Report, included within the FY2026 Annual Report, contains the Group's mandatory climate-related disclosures prepared in accordance with AASB S2 *Climate-related Disclosures*, addressing the Group's material climate-related risks and opportunities. In FY2021, Aurizon published its inaugural Climate Strategy and Action Plan which consolidated Aurizon's position on climate change underpinned by long-term strategies, actions and targets to mitigate climate risk and leverage emerging opportunities. A copy of the Company's Climate Strategy and Action Plan is available in the Sustainability section of the Company's website. Aurizon commits to supporting and respecting the protection of internationally proclaimed human rights, as set out in the Universal Declaration of Human Rights. As outlined in our Human Rights Policy, Aurizon understands its responsibility to respect human rights and has committed to providing transparency on any risks that exist in the Company's operations and supply chain. In accordance with legislation, the Company publishes an annual Modern Slavery Statement, which describes the modern slavery risks associated with its business activities and actions taken to assess and address those risks. The Company's FY2026 statement will be its seventh statement. A copy of the Modern Slavery Statement is available in the Sustainability section of the Company's website.	✓

Corporate governance statement (continued)

Principle 8: Remunerate fairly and responsibly

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS	
8.1 Remuneration Committee	Aurizon's remuneration function is performed by the People & Remuneration Committee, comprising three members, all of whom are Independent Non-Executive Directors. Details of the membership of the People & Remuneration Committee, including the names and qualifications of the Committee members, are set out on Pages 4–5 of the Annual Report. The number of meetings held and attended by each member of the People & Remuneration Committee during the financial year are set out on Page 8 of the Annual Report. The People & Remuneration Committee makes recommendations to the Board on the remuneration policies and practices for Board members and senior executives (including the MD & CEO), as well as the Company's remuneration strategy and incentive programs, and the Company's people, diversity and inclusion policies and practices. During FY2026, the People & Remuneration Committee undertook its usual practices and activities in regard to remuneration and performance, and continued to have a focus on broader people-related priorities and initiatives. The Charter governing the conduct of the People & Remuneration Committee is reviewed annually and is available in the Corporate Governance section of the Company's website aurizon.com.au.	✓
8.2 Disclosure of Executive and Non-Executive Director remuneration policy	The Company seeks to attract and retain high-performing Directors and senior executives with appropriate skills, qualifications and experience to add value to the Company and fulfil the roles and responsibilities required. It reviews requirements for additional capabilities at least annually. Executive remuneration is to reflect performance and, accordingly, remuneration is structured with a fixed component and a performance-based component. Non-Executive Directors are paid fixed fees for their services in accordance with the Company's Constitution. The Chairman's fee is inclusive of fees for Committee membership and the other Non-Executive Directors are paid a fixed base fee plus Committee fees, as applicable. Further detail is set out in the Remuneration Report on Page 38. The Company has in place a Share Holding and Retention Policy which applies to Non-Executive Directors, the Managing Director & CEO and the direct reports of the Managing Director & CEO. Further details regarding remuneration and share retention policies, and the remuneration of senior executives and Non-Executive Directors, are set out on Pages 27–40 of the Annual Report. The Company also has in place a Related Party Transaction Policy. The policy and disclosures under that policy are reviewed annually by the Board. During the year, there were no agreements entered for the provision of consulting or similar services by a Director or senior executive, or by a related party of a Director or senior executive.	✓
8.3 Policy on hedging equity incentive schemes	Aurizon's Executives must not enter into any hedge arrangement in relation to any performance rights they may be granted or otherwise entitled to under an incentive scheme or plan, prior to exercising those rights or, once exercised, while the securities are subject to a transfer restriction. For the purposes of this policy, hedging includes the entry into any transaction, arrangement or financial product which operates to limit the economic risk of a security holding in the Company and includes financial instruments such as equity swaps and contracts for differences. The term 'Executive' is broadly defined to include the Managing Director & CEO and the role's direct reports and any other person entitled to participate in an Aurizon performance rights plan. Further details regarding the Company's hedging policy are set out in the Company's Securities Dealing Policy which is available on the Corporate Governance section of the website aurizon.com.au.	✓

Principle 9: Additional recommendations

RECOMMENDATION	AURIZON'S COMPLIANCE WITH RECOMMENDATIONS
9.1–9.3 Additional recommendations	Recommendations 9.1–9.3 of the ASX Principles and Recommendations do not apply to Aurizon, and did not at any stage during FY2026, and are therefore not relevant to the period.

Financial report
for the year ended 30 June 2026

Financial statements

Notes to the consolidated financial statements

Consolidated entity disclosure statement

Signed reports

ASX information

Consolidated income statement
for the year ended 30 June 2026

	Notes	2026 $m	2025 $m
Revenue	2	**4,166**	3,934
Other income		**1**	55
Total revenue and other income		**4,167**	**3,989**
Employee benefits expense	3	**(1,196)**	(1,168)
Energy and fuel		**(405)**	(358)
Track access		**(166)**	(164)
Consumables		**(706)**	(617)
Depreciation and amortisation	3	**(739)**	(732)
Impairment of non-current assets	8	**(57)**	(59)
Reversal of impairment/(impairment) of trade receivables	3	**8**	(69)
Other expenses		**(25)**	(22)
Share of net profit of investments accounted for using the equity method		**3**	1
Operating profit		**884**	801
Finance income		**3**	11
Finance expenses	3	**(360)**	(356)
Net finance costs		**(357)**	(345)
Profit before income tax		**527**	456
Income tax expense	4	**(165)**	(153)
Profit for the year attributable to owners of Aurizon Holdings Limited		**362**	**303**
		Cents	Cents
Earnings per share for profit attributable to the owners of Aurizon Holdings Limited	5		
Basic earnings per share		**21.1**	16.9
Diluted earnings per share		**21.1**	16.9

The above consolidated income statement should be read in conjunction with the accompanying notes.

Consolidated statement of comprehensive income

for the year ended 30 June 2026

	Notes	2026 $m	2025 $m
Profit for the year		**362**	303
Other comprehensive income			
Items that may be reclassified to profit or loss:			
Changes in the fair value of cash flow hedges	16(b)	**98**	(98)
Income tax relating to changes in fair value of cash flow hedges	16(b)	**(29)**	29
Exchange differences on translation of foreign operations	16(b)	**(6)**	6
Other comprehensive income for the year, net of tax		**63**	(63)
Total comprehensive income for the year attributable to the owners of Aurizon Holdings Limited		**425**	**240**

The above consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.

Consolidated balance sheet
as at 30 June 2026

	Notes	2026 $m	2025 $m
ASSETS			
Current assets			
Cash and cash equivalents		**128**	64
Trade and other receivables	6	**639**	604
Inventories	7	**292**	282
Derivative financial instruments	18(a)	**14**	104
Other assets	10	**34**	31
Total current assets		**1,107**	1,085
Non-current assets			
Trade and other receivables	6	**1**	–
Inventories	7	**82**	81
Derivative financial instruments	18(a)	**22**	44
Property, plant and equipment	8	**10,224**	10,165
Intangible assets	9	**117**	140
Other assets	10	**56**	64
Investments accounted for using the equity method	19	**60**	63
Total non-current assets		**10,562**	10,557
Total assets		**11,669**	11,642
LIABILITIES			
Current liabilities			
Trade and other payables	11	**398**	416
Borrowings	17	**225**	971
Derivative financial instruments	18(a)	**1**	–
Current tax liabilities		**47**	50
Provisions	12	**306**	291
Other liabilities	13	**45**	58
Total current liabilities		**1,022**	1,786
Non-current liabilities			
Borrowings	17	**5,121**	4,342
Derivative financial instruments	18(a)	**214**	176
Deferred tax liabilities	4(c)	**1,019**	990
Provisions	12	**50**	49
Other liabilities	13	**304**	213
Total non-current liabilities		**6,708**	5,770
Total liabilities		**7,730**	7,556
Net assets		**3,939**	**4,086**
EQUITY			
Contributed equity	16(a)	**3,124**	3,374
Reserves	16(b)	**33**	(33)
Retained earnings		**782**	745
Total equity		**3,939**	**4,086**

The above consolidated balance sheet should be read in conjunction with the accompanying notes.

Consolidated statement of changes in equity

for the year ended 30 June 2026

		Attributable to the owners of Aurizon Holdings Limited			
	Notes	Contributed equity $m	Reserves $m	Retained earnings $m	Total equity $m
Balance at 1 July 2025		**3,374**	**(33)**	**745**	**4,086**
Profit for the year		**–**	**–**	**362**	**362**
Other comprehensive income		**–**	**63**	**–**	**63**
Total comprehensive income for the year		**–**	**63**	**362**	**425**
Transactions with owners in their capacity as owners:					
Buy-back of ordinary shares	16(a)	**(250)**	**–**	**–**	**(250)**
Dividends paid	15	**–**	**–**	**(325)**	**(325)**
Share-based payments	16(b)	**–**	**3**	**–**	**3**
		(250)	**3**	**(325)**	**(572)**
Balance at 30 June 2026		**3,124**	**33**	**782**	**3,939**
Balance at 1 July 2024		3,674	25	739	4,438
Profit for the year		–	–	303	303
Other comprehensive income	16(b)	–	(63)	–	(63)
Total comprehensive income for the year		–	(63)	303	240
Transactions with owners in their capacity as owners:					
Buy-back of ordinary shares	16(a)	(300)	–	–	(300)
Dividends paid	15	–	–	(297)	(297)
Share-based payments	16(b)	–	5	–	5
		(300)	5	(297)	(592)
Balance at 30 June 2025		3,374	(33)	745	4,086

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

Consolidated statement of cash flows

for the year ended 30 June 2026

	Notes	2026 $m	2025 $m
Cash flows from operating activities			
Receipts from customers (inclusive of GST)[1]		**4,561**	4,247
Payments to suppliers and employees (inclusive of GST)[1]		**(2,908)**	(2,783)
Interest received		**4**	7
Income taxes paid		**(165)**	(70)
Principal elements of lease receipts		**4**	5
Other income received		**–**	55
Net cash inflow from operating activities		**1,496**	**1,461**
Cash flows from investing activities			
Payments for business acquisitions (net of cash acquired)	22	**–**	(25)
Payments for property, plant and equipment		**(740)**	(683)
Proceeds from sale of property, plant and equipment		**11**	15
Payments for intangibles		**(11)**	(13)
Interest paid on qualifying assets	3	**(2)**	(1)
Net cash outflow from investing activities		**(742)**	**(707)**
Cash flows from financing activities			
Proceeds from borrowings		**1,233**	1,217
Repayment of borrowings		**(951)**	(981)
Payments of transaction costs related to borrowings		**(7)**	(7)
Principal elements of lease payments		**(29)**	(28)
Interest paid		**(357)**	(342)
Payments for buy-back of ordinary shares		**(250)**	(300)
Payments for shares acquired for share-based payments		**(4)**	(1)
Dividends paid to Company's shareholders	15	**(325)**	(297)
Net cash outflow from financing activities		**(690)**	**(739)**
Net increase in cash and cash equivalents		**64**	15
Cash and cash equivalents at the beginning of the financial year		**64**	49
Effects of exchange rate changes on cash and cash equivalents		**–**	–
Cash and cash equivalents at the end of the financial year		**128**	**64**

1 Comparative amounts have been re-presented with no impact on net cash inflow from operating activities.

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the consolidated financial statements

30 June 2026

About this report

Aurizon Holdings Limited (the Company) is a for-profit entity for the purpose of preparing this financial report and is domiciled in Australia. The consolidated financial report comprises the financial statements of the Company and its subsidiaries (collectively referred to as the Group or Aurizon).

The financial report is a general purpose financial report which:

- has been prepared on the going concern basis of accounting
- has been prepared in accordance with the requirements of the *Corporations Act 2001,* Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) and IFRS Accounting Standards issued by the International Accounting Standards Board (IASB)
- has been prepared under the historical cost convention, as modified by the revaluation of financial assets and liabilities (including derivative instruments) at fair value
- is presented in Australian dollars, which is the functional and presentation currency of the Company, with values rounded to the nearest $1,000,000 unless otherwise stated, in accordance with the *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183*
- adopts all new and amended Accounting Standards and Interpretations issued by the AASB that are relevant to the operations of the Group and effective for reporting periods beginning on or after 1 July 2025
- has applied the Group accounting policies consistently to all periods presented.

The general purpose financial report for the Group for the year ended 30 June 2026 (FY2026) has been authorised for issue in accordance with a resolution of the Directors on 17 August 2026.

Significant judgements and estimates

The preparation of the financial statements requires management to exercise judgement in applying the Group's accounting policies. It also requires the use of estimates and assumptions of assets, liabilities, income and expense.

The areas involving a higher degree of judgement or complexity are set out below and in more detail in the related notes:

	Note
Useful life of Network Infrastructure assets	8
Useful lives of Rollingstock assets	8
Asset impairment — Coal NSW CGU	8

Other material accounting policies

Other material accounting policies that summarise the measurement basis used, and are relevant to an understanding of the financial statements, are provided throughout the notes to the financial statements.

The notes to the financial statements

The following notes include information which is material and relevant to the operations, financial position and performance of the Group. Information is considered material and relevant due to its size and nature or if the information:

- is important for understanding the Group's current period results
- provides an explanation of significant changes in the Group's business — for example acquisitions or divestments
- relates to an aspect of the Group's operations that are important to its future performance.

Key events and transactions for the reporting period

(a) Debt financing

Senior Capital Markets Debt

In September 2025, Aurizon Network Pty Ltd (Network) issued a $65 million fixed rate Medium-Term Note (referred to as Network AMTN 11) under its AMTN programme. The Network AMTN 11 matures in September 2040. Interest rate swaps with a notional amount of $65 million have been executed to swap the fixed rate debt to floating rate debt.

In November 2025, Network commenced the issuance of commercial paper to support working capital requirements and short-term liquidity needs. As at 30 June 2026, Network has $67 million of commercial paper outstanding.

Network EMTN 2, a Euro-denominated Medium-Term Note with a notional amount of €500 million ($778 million AUD equivalent), matured in June 2026 and was repaid using available bank debt facilities.

Senior Bank Debt Facilities

In October 2025, Network refinanced its syndicated revolving and term loan facility, with tranches previously set to mature in December 2028 and December 2029. At the time of refinancing, the aggregate limit of the facility was $500 million. As part of the refinancing, these facilities were amended to comprise revolving and term tranches set to mature in October 2030 ($295 million), October 2031 ($277 million) and October 2032 ($78 million) respectively. The aggregate facility limit increased to $650 million, representing an additional $150 million in available capacity.

In December 2025, Network refinanced its bilateral revolving and term facility, with tranches previously set to mature in October 2028, October 2029 and October 2030. The bilateral facility has a total limit of $150 million. As part of the refinancing, the maturity date of each tranche was extended by two years (October 2030, October 2031, October 2032), the term tranche converted to a revolving tranche with no change to the available capacity.

In June 2026, Network established a $150 million club bank debt facility with a two year maturity. The facility matures in June 2028 and provides additional committed bank debt capacity.

In September 2025, Aurizon Operations Limited (via a wholly owned subsidiary Aurizon Finance Pty Ltd (Finance)) refinanced its bilateral facility maturing in July 2026. The aggregate facility limit decreased to $40 million, representing a $10 million reduction in available capacity. As part of the refinancing, the maturity date was extended by two years.

(b) Asset impairment — Coal NSW CGU

The Group recognised an asset impairment of $54 million related to the Coal NSW CGU. Refer to Note 8 for further information.

(c) On-market share buy-back scheme

The Group completed an on-market share buy-back program. The Group acquired 67 million shares for total consideration of $250 million.

Results for the year

In this section

Results for the year provides segment information and a breakdown of individual line items in the consolidated income statement that the Directors consider most relevant, including a summary of the accounting policies, judgements and estimates relevant to understanding these line items.

1. Segment information

The Group determines and presents operating segments on a business unit structure basis, as this is how the results are reported internally and how the business is managed. The Managing Director & CEO and the Executive Committee (chief operating decision-makers) assess the performance of the Group based on earnings before net interest, tax, depreciation and amortisation (EBITDA) adjusted for significant items.

(a) Description of reportable segments

The following summary describes the operations of each reportable segment.

Network

This segment manages the provision of access to the CQCN below rail infrastructure and operation and maintenance of the network.

Coal

This segment provides transport of metallurgical and thermal coal from mines in Queensland and New South Wales to domestic customers and coal export terminals.

Bulk

This segment provides integrated supply chain services, including rail and road transportation, port services, and material handling for a range of mining, metal, industrial and agricultural customers throughout mainland Australia. This segment also manages the Tarcoola-to-Darwin below rail infrastructure, and the intrastate rail freight network in South Australia, and containerised freight services between Adelaide and Darwin.

Other

This segment includes Containerised Freight, which is not considered a separate reportable segment, as well as other revenue and central costs not allocated such as Board, Managing Director & CEO, Company Secretary, strategy and investor relations.

Notes to the consolidated financial statements

30 June 2026 (continued)

1. Segment information (continued)

(b) Segment information

The results of the reportable segments, as set out below, are measured on the same basis as the accounting policies described in the consolidated financial statements.

	Network $m	Coal $m	Bulk $m	Other $m	Total $m
30 June 2026					
External revenue					
Revenue from external customers					
Services revenue					
Track access	985	447	–	–	1,432
Freight transport	–	1,316	1,178	150	2,644
Other services	12	–	9	–	21
Other revenue	21	17	20	11	69
Total revenue from external customers	1,018	1,780	1,207	161	4,166
Internal revenue					
Services revenue					
Track access	460	–	–	–	460
Freight transport	–	–	19	–	19
Other services	9	–	5	–	14
Total internal revenue	469	–	24	–	493
Total external and internal revenue	1,487	1,780	1,231	161	4,659
Other income	–	–	1	–	1
Total revenue and other income	1,487	1,780	1,232	161	4,660
Internal elimination					(493)
Consolidated revenue and other income					4,167
EBITDA (Adjusted)[1]	1,003	540	233	(79)	1,697
Depreciation and amortisation	(361)	(212)	(142)	(24)	(739)
EBIT (Adjusted)[1]	642	328	91	(103)	958
Significant items (Note c)					(74)
EBIT					884
Net finance costs					(357)
Profit before income tax					527

1 Adjusted results exclude the impact of Significant Items.

1. Segment information (continued)

(b) Segment information (continued)

	Network $m	Coal $m	Bulk $m	Other $m	Total $m
30 June 2025					
External revenue					
Revenue from external customers					
Services revenue					
Track access	894	469	–	–	1,363
Freight transport	–	1,290	1,084	114	2,488
Other services	12	–	6	–	18
Other revenue	30	18	7	10	65
Total revenue from external customers	936	1,777	1,097	124	3,934
Internal revenue					
Services revenue					
Track access	481	–	3	–	484
Freight transport	–	–	16	–	16
Other services	11	–	6	–	17
Total internal revenue	492	–	25	–	517
Total external and internal revenue	1,428	1,777	1,122	124	4,451
Other income	–	–	–	18	18
Total revenue and other income	1,428	1,777	1,122	142	4,469
Internal revenue elimination					(517)
Consolidated revenue and other income (Adjusted)[1]					3,952
Significant Items (Note c)					37
Consolidated revenue and other income					3,989
EBITDA (Adjusted)[1]	956	527	169	(76)	1,576
Depreciation and amortisation	(372)	(209)	(131)	(20)	(732)
EBIT (Adjusted)[1]	584	318	38	(96)	844
Significant Items (Note c)	–	–	–	–	(43)
EBIT					801
Net finance costs					(345)
Profit before income tax					456

1 Adjusted results exclude the impact of Significant Items.

1. Segment information (continued)

(c) Significant items

The Group's adjusted results differ from the statutory results. The exclusion of these items permits a more relevant analysis of the Group's adjusted performance on a comparative basis.

	2026 $m	2025 $m
Asset Impairment — Coal NSW CGU (i)	**(54)**	–
Technology upgrade (ii)	**(19)**	–
Transformation costs (iii)	**(1)**	(23)
Proceeds from settlement of legal matters	**-**	37
Goodwill impairment — Bulk	**-**	(57)
Total significant items	**(74)**	(43)

(i) Asset Impairment — Coal NSW CGU

The Group recognised an asset impairment of $54 million related to the Coal NSW CGU. Refer to Note 8 for further information.

(ii) Technology upgrade

Aurizon is undertaking a multi-year upgrade and migration of its enterprise resource planning system (ERP), including transition to Software-as-a-Service.

(iii) Transformation costs

Represents costs relating to the review of Aurizon's non-operating cost base, which commenced during FY2025.

(d) Customer disclosure

The nature of the Group's business is that it enters into long-term contracts with key customers. Two customers who each contribute 10% or more of the Group's total revenue as detailed below, and relate to all reportable segments. Credit ratings reflect S&P issuer credit ratings. Where an S&P rating is unavailable, the equivalent Moody's rating has been used.

	$m	Credit Rating
2026		
Customer 1	**493**	**BBB+**
Customer 2	**475**	**A1**
Total	**968**	
2025		
Customer 1	517	BBB+
Customer 2	366	A-
Total	883	

2. Revenue

The Group recognises revenue primarily from the provision of freight haulage services across Australia and the provision of access to the CQCN, and the rail infrastructure in South Australia and the Northern Territory

The Group derives the following types of revenue from the provision of services over time:

	2026 $m	2025 $m
Services revenue		
Track access[1]	**1,432**	1,363
Freight transport	**2,644**	2,488
Other services	**21**	18
Other revenue[2]	**69**	65
Total revenue	**4,166**	3,934

1 Track access includes Take-or-Pay revenue of $8 million (2025: $12 million), which is adjusted for Take-or-Pay revenue invoiced to Coal and eliminated on consolidation.

2 Other revenue includes revenue from customer-funded infrastructure and property leases.

(a) Disaggregation of revenue from contracts with customers

Revenue is disaggregated by the Group's reportable segments, refer to Note 1(b).

(b) Contract assets and liabilities

(i) Contract assets

The Group has recognised the following revenue-related contract assets:

	2026 $m	2025 $m
Current		
Contract assets for freight transport	**20**	15
Non-current		
Contract assets for freight transport	**44**	48

Contract assets primarily represent amounts paid to customers to secure new, or extensions to, existing customer contracts. These amounts are capitalised and amortised against revenue as the performance obligations are satisfied over time. No impairment of contract assets has been recognised (2025: $nil) as these are recovered through the consideration received over the contract term.

	2026 $m	2025 $m
Within one year	**20**	15
Later than one year but not later than five years	**33**	38
Later than five years	**11**	10
	64	63

Notes to the consolidated financial statements

30 June 2026 (continued)

(b) Contract assets and liabilities (continued)

(ii) Contract liabilities

The Group has recognised the following revenue-related contract liabilities:

	2026 $m	2025 $m
Current		
Advances for freight transport	**8**	16
Advances for other services	**12**	15
	20	31
Non-current		
Advances for freight transport	**5**	6
Advances for other services	**39**	43
	44	49

Contract liabilities primarily represent amounts received from customers as advances for external design and construction works and the provision of services under agreements for mine-specific infrastructure. These amounts are recognised in revenue either as volumes are delivered or on a straight line basis over the contract term, as performance obligations are satisfied over time.

	2026 $m	2025 $m
Within one year	**20**	31
Later than one year but not later than five years	**40**	37
Later than five years	**4**	12
	64	80

The decrease in contract liabilities represents revenue recognised for the provision of services under agreements for mine-specific infrastructure.

(iii) Revenue recognised in relation to contract liabilities

The following table shows how much of the revenue recognised in the current reporting period relates to carried-forward contract liabilities.

	2026 $m	2025 $m
Revenue recognised that was included in the contract liability balance at the beginning of the year		
Advances for freight transport	**15**	9
Advances for other services	**17**	25
	32	34

(iv) Unsatisfied performance obligations

The Group has a number of long-term contracts to provide services to customers in future periods. Revenue in most contracts is recognised on an as-invoiced basis because the right to consideration corresponds directly to the Group's performance obligations completed to date. As a result, the Group applies the practical expedient in AASB 15 *Revenue from Contracts with Customers* (AASB 15), paragraph 121 and does not disclose information in respect of future contracted revenues for these contracts.

For the other contracts, future contract revenues relating to track access, freight transport and other services at 30 June 2026 are approximately $1,357 million (2025: $1,635 million), of which $421 million is expected to be recognised in FY2027. Amounts have been determined in FY2026 dollars and exclude variable revenue. As such, the future contract revenues described represent only part of the Group's forecast revenues for FY2027 and beyond.

(c) Accounting policies

The Group recognises revenue as performance obligations are satisfied. Revenue includes the provision of track access and freight transport services as described below.

(i) Track access

Track access revenue is generated from the provision of access to, and operation of, the CQCN under an approved Access Undertaking. Track access revenue is recognised over time as access to the rail network is provided and is measured on a number of operating parameters including volumes hauled applied to regulator approved tariffs. The tariffs charged are determined with reference to the total allowable revenue, applied to the regulatory approved annual volume forecast for each rail system.

Where annual volumes railed are less than the regulatory forecast, Take-or-Pay may trigger. Take-or-Pay clauses in the contracts with customers enable Network to recover part of this shortfall where contractual railings were not achieved as a result of above rail operator cause, mine cancellations or port cancellations, rather than below rail cause. Take-or-Pay revenue recognised is adjusted for Take-or-Pay revenue invoiced to Coal which is eliminated on consolidation. Take-or-Pay revenue is recorded as a receivable and collected in the first half of the next reporting period.

Regulated access revenue is subject to a revenue cap mechanism that serves to ensure the rail network recovers its Allowable Revenue over the regulatory period. A revenue adjustment event results in the under or over recovery of regulatory access revenue (net of Take-or-Pay revenue) for a financial year being recognised in the accounting revenues of the second financial year following the financial year in which the event occurred, as per the Access Undertaking.

Access revenue for the financial year has been recognised based on the 2017 Access Undertaking applying a WACC rate of 8.51% (2025: 8.51%).

(ii) Freight transport

Freight transport revenue is recognised as the relevant performance obligations are satisfied over time, being the provision of freight transport services. Freight transport revenue in Bulk, which relates to the integrated bulk rail haulage and general freight assets in South Australia and the Northern Territory, includes track access which is not separately invoiced to customers.

Freight transport revenue is billed monthly in arrears and recognised at rates specified in each contractual agreement, and adjusted for the amortisation of customer contract assets or contract liabilities. At each reporting date, freight transport revenue includes an amount of revenue for which performance obligations have been met under the respective contract, but have not yet settled. These amounts are recognised as trade receivables.

A contract modification is a separate contract if the scope of services is increased by distinct additional services and the total price increases by the market rate for those services over the remaining contract period. Where the additional distinct services are not at market rates and therefore the contract modification is not a separate contract, the weighted-average contract rates related to the remaining performance obligations are applied to recognise revenue. This may result in the recognition of a contract asset or liability that amortises over the term of the individual contract. Modifications to existing agreements where there is also a new agreement put in place are assessed based on the facts and substance of the individual contractual arrangements, and are accounted for as either combined or separate contracts.

A contract liability is recorded for revenue received in advance of satisfying a performance obligation and is recognised over the term of the contract.

Notes to the consolidated financial statements

30 June 2026 (continued)

3. Expenses

Profit before income tax includes the following specific expenses:

	2026 $m	2025 $m
Employee benefits expense		
Salaries, wages and allowances including on-costs	**1,076**	1,038
Superannuation expense	**115**	108
Redundancies	**5**	22
	1,196	1,168
Depreciation and amortisation		
Depreciation of property, plant and equipment	**706**	701
Amortisation of intangibles	**33**	31
	739	732
Impairment losses		
Impairment of property, plant and equipment	**57**	2
Impairment of intangibles	**–**	57
(Reversal of impairment)/Impairment of trade and other receivables	**(8)**	69
	49	128
Finance expenses		
Interest and finance charges paid/payable	**344**	335
Interest paid on lease liability	**16**	11
Amortisation of capitalised borrowing costs	**8**	8
Hedge ineffectiveness[1]	**(6)**	2
Other	**–**	1
	362	357
Capitalised interest paid on qualifying assets	**(2)**	(1)
	360	356

1 Refer to the accounting policy in Note 18.

4. Income tax

Income tax comprises current and deferred tax recognised in profit or loss or directly in equity or other comprehensive income.

(a) Income tax expense

	2026 $m	2025 $m
Current tax	**164**	132
Deferred tax	**2**	21
Current tax relating to prior periods	**(2)**	(9)
Deferred tax relating to prior periods	**1**	9
	165	153
Deferred income tax expense included in income tax expense comprises:		
(Increase)/decrease in deferred tax assets[2]	**(100)**	40
Increase/(decrease) in deferred tax liabilities[2]	**103**	(10)
	3	30

2 Comparative amounts have been re-presented to align with the current year presentation changes outlined in Note 4(c).

(b) Numerical reconciliation of income tax expense to prima facie tax payable

	2026 $m	2025 $m
Profit before income tax expense	**527**	456
Tax at the Australian tax rate of 30% (2025: 30%)	**158**	137
Tax effect of amounts which are not deductible (taxable) in calculating taxable income:		
Goodwill impairment	**–**	17
Non-deductible expenses	**5**	5
Impact of differences in offshore tax rates	**3**	2
Unrecognised prior period capital tax losses	**–**	(8)
Other	**(1)**	–
	165	153

4. Income tax (continued)

(c) Deferred tax balances

The table below outlines the items which comprise the deferred tax balances:

	Opening balance $m	Charged to income $m	Charged to equity $m	Acquisition of subsidiary $m	Closing balance $m
2026					
Deferred tax assets					
Provisions and accruals	**130**	**4**	**–**	**–**	**134**
Contract liabilities	**3**	**–**	**–**	**–**	**3**
Financial instruments	**8**	**72**	**(29)**	**–**	**51**
Borrowings	**4**	**(4)**	**–**	**–**	**-**
Lease liabilities	**57**	**29**	**–**	**–**	**86**
Other items	**11**	**(1)**	**3**	**–**	**13**
Total deferred tax assets	**213**	**100**	**(26)**	**–**	**287**
Deferred tax liabilities					
Inventories	**(9)**	**–**	**–**	**–**	**(9)**
Property, plant and equipment	**(1,143)**	**(48)**	**–**	**–**	**(1,191)**
Intangible assets	**(28)**	**11**	**–**	**–**	**(17)**
Financial instruments	**–**	**–**	**–**	**–**	**-**
Borrowings	**–**	**(70)**	**–**	**–**	**(70)**
Other items	**(23)**	**4**	**–**	**–**	**(19)**
Total deferred tax liabilities	**(1,203)**	**(103)**	**–**	**–**	**(1,306)**
Net deferred tax liabilities	**(990)**	**(3)**	**(26)**	**–**	**(1,019)**
2025					
Deferred tax assets					
Provisions and accruals	111	18	–	1	130
Contract liabilities	4	(1)	–	–	3
Financial instruments[1]	32	(53)	29	–	8
Borrowings[1]	–	4	–	–	4
Lease liabilities	56	(4)	–	5	57
Other items	16	(4)	(1)	–	11
Total deferred tax assets	219	(40)	28	6	213
Deferred tax liabilities					
Inventories	(8)	(1)	–	–	(9)
Property, plant and equipment	(1,097)	(40)	–	(6)	(1,143)
Intangible assets	(33)	5	–	–	(28)
Financial instruments[1]	–	–	–	–	–
Borrowings[1]	(50)	50	–	–	–
Other items	(19)	(4)	–	–	(23)
Total deferred tax liabilities	(1,207)	10	–	(6)	(1,203)
Net deferred tax liabilities	(988)	(30)	28	–	(990)

1 Comparative amounts have been re-presented to separately disclose borrowings and financial instruments in line with the current year presentation, with no impact on total deferred tax balances.

4. Income tax (continued)

(d) Accounting policies

The tax position is calculated based on the tax rates and laws enacted or substantively enacted at the reporting date, in the relevant operating jurisdiction. The tax laws and accounting standards have different rules in respect of timing and recognition of income and expense, resulting in temporary differences (which reverse over time) and non-temporary differences (which do not reverse over time or are temporary differences that do not meet the recognition criteria under the accounting standards).

Income tax expense is calculated as the profit or loss before tax, multiplied by the applicable tax rate, and adjusted for non-temporary differences. Income tax expense includes a current tax and deferred tax component and is recognised in the profit or loss, except to the extent that it relates to items recognised in equity or in other comprehensive income.

(i) Current tax

Current tax is the expected tax payable for the period, and any adjustment to tax payable in respect of prior periods. Current tax includes both temporary differences and non-temporary differences.

The positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation are periodically evaluated and provisions are provided where appropriate based on amounts expected to be paid to the tax authorities.

Current tax assets and liabilities are offset where the Group has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(ii) Deferred tax

Deferred tax represents taxes to be paid or deductions available in future income years and any adjustment to deferred tax amounts in respect of prior periods. Deferred tax is recognised on temporary differences arising between the tax bases of assets and liabilities, and their carrying amounts in the consolidated financial statements, except:

- when arising on the initial recognition of goodwill;
- when arising from the initial recognition of assets or liabilities in a transaction that is not a business combination, that affects neither accounting or taxable profit and at the time of the transaction does not give rise to equal taxable and deductible differences; or
- where it is not probable that future amounts will be available to utilise those temporary differences or carried-forward tax losses.

(iii) Offsetting deferred tax balances

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset and when the deferred tax balances relate to taxes levied by the same tax authority.

(iv) Tax consolidation legislation

The Company and its wholly owned Australian entities elected to form a tax consolidated group, and are taxed as a single entity. The head entity of the tax consolidated group is Aurizon Holdings Limited.

The Company and the entities in the tax consolidated group account for their own current and deferred tax amounts. These tax amounts are measured as if each entity in the tax consolidated group continues to be a stand-alone taxpayer.

In addition to its own current and deferred tax amounts, the Company also recognises the current tax liabilities (or assets) and the deferred tax assets arising from unused tax losses and unused tax credits assumed from entities in the tax consolidated group.

The entities have entered into tax sharing and tax funding agreements. The tax funding agreement sets out the funding obligations of members of the tax consolidated group in respect of income tax amounts and requires payments to the Company equal to the current tax liability assumed by the Company. The Company is required to make payments equal to the current tax asset or deferred tax asset arising from unused tax losses and tax credits assumed from a subsidiary member. The tax funding arrangement results in the Company recognising a current inter-entity receivable or payable equal to the tax liability or tax asset assumed.

The tax sharing agreement limits the joint and several liability of the wholly owned entities in the case of a default by the Company.

(v) Pillar Two income taxes

The Group has applied the temporary exception to recognising and disclosing information about Pillar Two related deferred tax assets and liabilities under AASB 112 *Income Taxes*. Tax laws implementing Pillar Two rules were in effect in both the United Kingdom and Australia for the Group from 1 July 2024. No Pillar Two taxes are payable by the Group in respect of FY2026, as all entities in the Group either satisfied transitional safe harbour requirements or recorded GloBE Income of nil in their relevant jurisdiction.

5. Earnings per share

Earnings per share (EPS) is the amount of post-tax profit attributable to each share. Basic EPS is calculated by dividing the profit attributable to the owners of the Company by the weighted average number of ordinary shares outstanding. Diluted EPS is calculated by dividing the profit attributable to the owners of the Company by the weighted average number of ordinary shares outstanding after adjustment for the effects of all dilutive potential ordinary shares.

	2026 Cents	2025 Cents
Basic earnings per share		
Statutory operations	**21.1**	16.9
Adjusted operations[1]	**24.1**	19.5
Diluted earnings per share		
Statutory operations	**21.1**	16.9
Adjusted operations[1]	**24.1**	19.5

1 Adjusted basic and diluted earnings per share have been calculated using profit after tax of $362 million (2025: $303 million) adding back significant items, net of tax, of $52 million (2025: $45 million).

	2026 Number '000	2025 Number '000
Weighted average number of ordinary shares for basic earnings per share	**1,716,824**	1,788,594
Dilution due to rights issued pursuant to performance rights plans	**1,799**	2,439
Weighted average number of ordinary shares for diluted earnings per share	**1,718,623**	1,791,033

Operating assets and liabilities

In this section

Operating assets and liabilities provides information about the working capital of the Group and major balance sheet items, including the accounting policies, judgements and estimates relevant to understanding these items.

6. Trade and other receivables

	2026 $m	2025 $m
Current		
Trade receivables	**576**	538
Provision for impairment[1]	**(33)**	(74)
Net trade receivables	**543**	464
Other receivables[2]	**96**	140
	639	604
Non-current		
Other receivables	**1**	–
	1	–

1 During the year, certain trade receivables were written off following insolvency or cessation of customer operations. These balances were fully provided for in prior periods and had no impact on profit or loss for FY2026.
2 Other receivables includes revenue for services performed but not yet invoiced under contracts including Take-or-Pay of $8 million (2025: $12 million) and GAPE fees of $7 million (2025: $6 million).

At 30 June, the aging analysis of trade receivables by reference to due dates were as follows:

	2026 $m	2025 $m
Current	**538**	458
More than 30 days past due	**3**	4
More than 60 days past due	**1**	5
More than 90 days past due	**34**	71
Provision for impairment	**(33)**	(74)
	543	464

(a) Accounting policies

(i) Trade receivables

Trade receivables are initially recognised at fair value and subsequently at amortised cost using the effective interest rate method. Trade receivables are generally due for settlement within 30 days and therefore are presented as current unless collection is not expected for more than 12 months after the reporting date.

(ii) Provision for impairment

The collectability of trade and other receivables is reviewed on an ongoing basis. Individual debts which are known to be uncollectable are written off when identified.

The Group recognises a provision for impairment based on expected lifetime losses of trade and other receivables. The provision for impairment is determined by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtor, general economic conditions of the industry in which the debtor operates and an assessment of both the current and forecast conditions at reporting date.

(b) Credit risks related to receivables

In assessing an appropriate provision for impairment of trade and other receivables, consideration is given to historical experience of bad debts, the aging of receivables, knowledge of debtor insolvency and individual account assessment.

Customer credit risk is managed in accordance with the procedures and controls set out in the Group's credit risk management policy. Credit limits are established for all customers based on external and internal credit rating criteria. For some trade receivables, the Group may also obtain security in the form of guarantees, deeds of undertaking or letter of credit, which can be called upon if the counterparty is in default under the terms of the agreement.

7. Inventories

	2026 $m	2025 $m
Current		
Raw materials and stores — at cost	**300**	291
Provision for inventory obsolescence	**(11)**	(12)
Other inventories	**3**	3
	292	282
Non-current		
Raw materials and stores — at cost	**88**	89
Provision for inventory obsolescence	**(15)**	(15)
Other inventories	**9**	7
	82	81

(a) Accounting policies

Inventories include infrastructure and rollingstock items held in centralised stores, workshops and depots. Items expected to be consumed after more than 12 months are classified as non-current.

Inventories are valued at the lower of cost and net realisable value. The cost of individual items of inventory are determined using weighted average cost.

The Group recognises a provision for inventory obsolescence based on an assessment of damaged stock, slow-moving stock and stock that has become obsolete. The amount of the provision for inventory obsolescence is recognised in profit or loss in other expenses.

8. Property, plant and equipment

	Assets under construction $m	Land $m	Buildings $m	Plant and equipment $m	Rollingstock $m	Infrastructure $m	Other leased assets $m	Total $m
2026								
Opening net book amount	**273**	**227**	**226**	**440**	**2,485**	**6,366**	**148**	**10,165**
Additions	**711**	**–**	**–**	**–**	**–**	**–**	**144**	**855**
Transfers between asset classes	**(635)**	**1**	**12**	**81**	**163**	**378**	**–**	**–**
Disposals	**–**	**–**	**–**	**(4)**	**–**	**(8)**	**(21)**	**(33)**
Depreciation	**–**	**(2)**	**(14)**	**(65)**	**(221)**	**(374)**	**(30)**	**(706)**
Impairment[1]	**–**	**–**	**(6)**	**(2)**	**(36)**	**(13)**	**–**	**(57)**
Closing net book amount	**349**	**226**	**218**	**450**	**2,391**	**6,349**	**241**	**10,224**
At 30 June 2026								
Cost	**349**	**236**	**518**	**976**	**6,597**	**10,890**	**297**	**19,863**
Accumulated depreciation and impairment	**–**	**(10)**	**(300)**	**(526)**	**(4,206)**	**(4,541)**	**(56)**	**(9,639)**
Net book amount	**349**	**226**	**218**	**450**	**2,391**	**6,349**	**241**	**10,224**

1 Included in the $57 million of impairment recognised during the year is $54 million representing the asset impairment of the Coal NSW CGU.

	Assets under construction $m	Land $m	Buildings $m	Plant and equipment $m	Rollingstock $m	Infrastructure $m	Other leased assets $m	Total $m
2025								
Opening net book amount	348	230	222	423	2,446	6,328	156	10,153
Additions	686	–	–	–	–	–	15	701
Acquisitions through business combinations (Note 22)	–	–	–	15	3	–	16	34
Transfers between asset classes	(761)	–	17	72	248	424	–	–
Adjustments to leased assets	–	–	–	–	–	–	(10)	(10)
Disposals	–	–	–	(5)	(1)	(4)	–	(10)
Depreciation	–	(3)	(13)	(65)	(210)	(381)	(29)	(701)
Impairment	–	–	–	–	(1)	(1)	–	(2)
Closing net book amount	273	227	226	440	2,485	6,366	148	10,165
At 30 June 2025								
Cost	273	235	507	986	6,452	10,553	225	19,231
Accumulated depreciation and impairment	–	(8)	(281)	(546)	(3,967)	(4,187)	(77)	(9,066)
Net book amount	273	227	226	440	2,485	6,366	148	10,165

8. Property, plant and equipment (continued)

Significant judgements and estimates

Useful life of Network infrastructure assets

The Group is the below rail operator and economic owner of the 2,670km CQCN through a long-term lease. Network is responsible for the provision of access to, and operation of the regulated infrastructure assets which connect over 40 coal mines to five export terminals, as well as to domestic customers. The useful life of infrastructure assets is determined based on the expected engineering life, capped at the remaining term of the infrastructure lease. In adopting this basis, the Group assumes the CQCN will remain economically viable throughout the lease term to 2109 which, as explained further below, is dependent on the ongoing future supply and demand for Australian coal.

Around 70% of volume hauled across the CQCN is metallurgical coal which is primarily used to produce steel. Thermal coal, which is used as a heat source in energy generation, accounts for the remaining 30% of volume hauled. Metallurgical coal is expected to be in demand for longer than thermal coal. The useful life of Network infrastructure assets will be primarily impacted by the future supply and demand for Australian metallurgical coal rather than thermal coal.

As part of the Group's Strategy in Uncertainty Framework, scenario analysis is used to test market drivers and evaluate capital, fleet and haulage opportunities, and sustainability in the context of climate change risks. A key component of this analysis is understanding the drivers of supply and demand for commodities transported over the short term as well as risks that emerge over the medium to long term. The analysis, informed by the Current Economics scenario, is extended over the lease term to 2109 where the timing and magnitude is less certain.

The future supply of Australian metallurgical coal is dependent on, amongst other things, government policies and the ability of customers to gain regulatory approvals and raise funding to support the development of their resource base. Demand for Australian metallurgical coal is dependent on seaborne-traded markets which are increasingly concentrated in Asia and linked to Asian steel production. Future demand is dependent on economic development in Asia including steel intensive growth, alternatives to steel and current steel production methods, technology advancements, competing supply of metallurgical coal, and changes in government policies including preference for domestic or imported coal and net-zero emission targets. Major import nations of Australian metallurgical coal with net-zero emissions targets include India (2070), Japan (2050), South Korea (2050) and China (2060).

Regulatory framework considerations

As the CQCN is a regulated asset, Network earns a Return on and of Capital as part of Allowable Revenue for each coal system under the QCA approved Access Undertaking. The Return of Capital compensates Network for depreciation of the Regulatory Asset Base (RAB) over QCA endorsed regulatory lives for individual asset classes which differ to the expected engineering life used for statutory reporting purposes. The QCA has also approved an accelerated depreciation profile for additions to the RAB from FY2010 onwards. As a result, at the commencement of each regulatory period, where an asset class has a remaining regulatory useful life:

- higher than 20 years, RAB depreciation is based on a 20-year rolling life, which resets to 20 years each regulatory period
- lower than 20 years, depreciation is calculated on a straight-line basis.

The accelerated depreciation profile adopted by the QCA increases the rate at which Network recovers the Return of Capital and increases Allowable Revenue in the near term.

The QCA approved economic life of the CQCN can be re-assessed at the commencement of each regulatory period and therefore the QCA approved economic life of the CQCN RAB is not an indicator that useful lives adopted for statutory reporting purposes should be revised.

The Group assumes the regulatory framework continues throughout the lease term.

Indicators

The key drivers for the future supply and demand for Australian metallurgical coal over the short term as well as risks that emerge over the medium to long term where the timing and magnitude is less certain are reviewed annually to assess the appropriateness of useful lives assigned to Network infrastructure assets. Indicators monitored include the following:

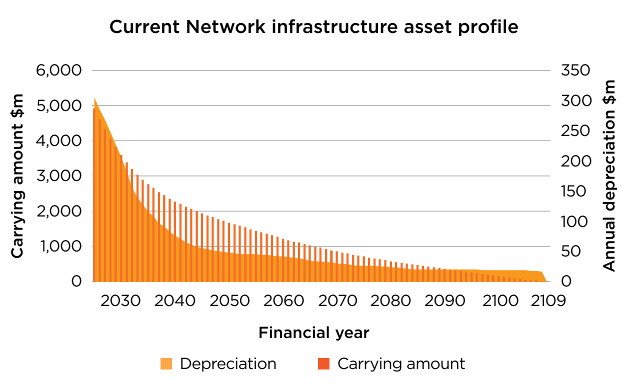
- Australian Government policies and the ability of customers to gain regulatory approvals and raise funding to support the development of metallurgical coal reserves in the CQCN;
- the average remaining life of metallurgical coal mines in the CQCN;
- global crude steel production and the share of Australian metallurgical coal used in the process;
- the viability of new and alternative technologies that are developed to reduce emissions targets such as carbon capture, utilisation and storage (CCUS), and hydrogen-based steel making, that may positively or negatively impact future metallurgical coal demand;
- the average age of steel plants for end markets of Australian metallurgical coal;
- global supply competitiveness and Australia's share of seaborne metallurgical coal supply; and
- climate policy targets and how they are intended to be met at both a country and corporate level, including net-zero emissions targets set by major import nations of Australian coal.

Sensitivity

The indicators monitored are extended over the lease term where the timing and magnitude is less certain. Consequently, a change in indicators reviewed may result in a revision of useful lives assigned to the Network infrastructure assets in the future, resulting in a change in depreciation on a prospective basis. The graph on the following page summarises the annual depreciation profile of the current written down value of Network infrastructure assets of $4,952 million (leased assets of $4,489 million and owned assets of $463 million) over the useful life applied for each class of assets described in Note 8(b)(i) and excludes future capital investments.

8. Property, plant and equipment (continued)

FIGURE 1 — NETWORK INFRASTRUCTURE ASSETS DEPRECIATION PROFILE



The Network infrastructure assets have a maximum remaining useful life of 83 years (ending FY2109). As an indication of sensitivity, the table below summarises the increase in annual depreciation if the maximum useful life of current Network infrastructure assets are reduced by 10, 20, 30 or 40 years.

Reduction in maximum useful life (years):	Increase in annual depreciation ($m p.a):
10	3
20	7
30	12
40	22

Useful lives of rollingstock

The Group has approximately 600 active locomotives and 14,000 active wagons, including a mix of electric narrow gauge locomotives and standard and narrow gauge diesel locomotives and wagons. The useful life of rollingstock is determined based on the expected engineering life.

In adopting the expected engineering life of rollingstock, the Group monitors a range of indicators including:

- the flexibility of fleet capacity
- the risk of obsolescence as alternative technologies such as battery and hydrogen are developed
- continuous improvement in fleet investment strategies such as those predicated on condition-based and preventative maintenance approaches, as well as advancements in component change-out models
- the renewal of customer contracts or customers that cease operations before the end-of-mine life
- competitors fleet mix and their associated investment profile over time.

There is a risk that the indicators monitored could positively or negatively impact the expected engineering life of rollingstock, resulting in a change in depreciation on a prospective basis.

Asset impairment — Coal NSW CGU

The Coal NSW CGU provides rail transport services for predominantly thermal coal from mines in the Hunter Valley and Illawarra corridors to domestic customers and coal export terminals. An impairment assessment was performed for the CGU as at 30 June 2026 following the identification of impairment indicators, including financial performance below budget expectations. The assessment has resulted in a pre-tax asset impairment charge of $54 million.

The recoverable amount of the Coal NSW CGU was determined using a fair value less costs of disposal (FVLCD) calculation, using the Board approved four-year corporate plan, extended over the long-term with no terminal value and a post-tax discount rate of 8.68% (2025: 8.38%). Cash flows beyond the Corporate Plan period align with existing customer mine life projections, with no new greenfield mine developments assumed, contract renewal assumptions, transformation of cost base aligned with volume reduction and the ability to redeploy assets to other areas of the business.

The impairment write-down of $54 million has been allocated to rollingstock $33 million, buildings and infrastructure $19 million and plant and equipment $2 million. Following the impairment, the residual carrying value of the assets of the Coal NSW CGU as at 30 June 2026 is $514 million (2025: $671 million), equal to its recoverable amount. Accordingly, there is no headroom and the carrying value is sensitive to changes in key assumptions. A further impairment may arise if: coal volumes are revised downward under customer production plans; customers cease operating before their expected end of mine life; adverse regulatory developments constrain future mine-life extensions or expansions; renewal pricing is lower than projected; or the planned cost transformation and alignment of the cost base to reduced volumes is not achieved.

8. Property, plant and equipment (continued)

(a) Leases

Network and Bulk leased assets

The Group is the below rail operator and economic owner of more than 5,100km of rail infrastructure including the 2,670km CQCN and the 2,245km Tarcoola-to-Darwin railway line through long-term leases. The infrastructure and land leases include corridor land and buildings. The assets associated with the leases are classified in infrastructure, land, buildings and plant and equipment.

The following table summarises the infrastructure and land leases:

Leases	Lessee	Lessor	Term[4]	Expiry	Rental Amount	Extension Option
Network leased assets						
CQCN	Aurizon Network Pty Ltd	State of Queensland (land) and Queensland Treasury Holdings (infrastructure)	99 years	30 June 2109	$1 if demanded	99 years[1]
Part of the North Coast Line	Aurizon Network Pty Ltd	State of Queensland (land) and Queensland Rail (infrastructure)	99 years	30 June 2109	$1 if demanded	99 years[1]
Bulk leased assets						
Tarcoola-to-Darwin	Aurizon Bulk Central Network Pty Ltd	The AustralAsia Railway Corporation, The Northern Territory of Australia and the State of South Australia	32 years[3]	14 January 2054	$1 if demanded	None
Intrastate rail freight network in South Australia	Aurizon Bulk Central Pty Ltd	State of South Australia	25 years[3]	7 November 2047	$1 per annum (rail corridor land) and commercial rent (balance of land)	15 years[2]

1 The State of Queensland and Queensland Rail have an option to extend the leases by a further 99 years. The extension option is on the same terms as the initial lease period. Notice must be provided at least 20 years prior to the expiry of the existing term. The extension option under the corridor land leases are dependent on the infrastructure lease extension being exercised and granted.

2 The Group has an option to extend the lease by a further 15 years. The extension option is on the same terms as the initial lease period. Notice must be provided at any time after the expiry of 40 years and before the expiry of 45 years after the commencement date of 7 November 1997. The extension option is dependent on the Group providing and undertaking to carry out a Renewal Investment Plan.

3 Remaining lease term from 29 July 2022, being the date of acquisition of the lessee company.

4 Reflects the non-cancellable lease period and excludes any renewal or extension options.

Other leased assets

The Group primarily leases buildings with terms mostly ranging from one to 30 years. The leases generally provide the Group with the right to renewal at which time the lease terms are renegotiated. The Group applies the following practical expedients permitted by the standard:

- payments for short-term leases of less than 12 months are recognised as an expense in profit or loss as incurred; and
- payments for leases for which the underlying asset is of a low value are recognised as an expense in profit or loss as incurred.

8. Property, plant and equipment (continued)

(a) Leases (continued)

(i) Amounts recognised in the consolidated balance sheet

Property, plant and equipment includes the following amounts relating to leased assets:

	2026 $m	2025 $m
Network leased assets		
Network infrastructure	**4,489**	4,472
Corridor land	**28**	28
Buildings	**1**	1
	4,518	4,501
Bulk leased assets		
Bulk infrastructure	**944**	969
Land	**59**	61
Buildings	**2**	2
Plant and equipment	**2**	2
	1,007	1,034
Other leased assets		
Land	**11**	5
Buildings	**185**	121
Plant and equipment	**36**	7
Rollingstock	**9**	15
	241	148
Total leased assets	**5,766**	5,683

The lease liabilities are significantly smaller than the value of leased assets as the majority of the leased assets were prepaid.

Other liabilities includes the following amounts relating to lease liabilities:

	2026 $m	2025 $m
Lease liabilities		
Current	**24**	26
Non-current	**259**	162
Total lease liabilities	**283**	188

(ii) Amounts recognised in the consolidated income statement

The consolidated income statement includes the following amounts relating to leased assets:

	2026 $m	2025 $m
Depreciation of Network and Bulk leased assets		
Network leased assets	**286**	294
Bulk leased assets	**40**	40
	326	334
Depreciation of other leased assets		
Buildings	**16**	16
Plant and equipment	**4**	2
Rollingstock	**10**	11
	30	29
Total leased assets depreciation	**356**	363
Interest expense	**16**	11
Expenses relating to variable lease payments not included in lease liabilities	**11**	11

The total cash outflow for leases during the financial year was $56 million (2025: $52 million).

(b) Accounting policies

(i) Property, plant and equipment

Carrying amount

Property, plant and equipment (including leased infrastructure, corridor land and buildings) is stated at historical cost, less any accumulated depreciation and impairment. Costs include expenditure that is directly attributable to the acquisition of the items and borrowing costs that are related to the acquisition or construction of an asset. Costs may also include transfers from equity of any gains or losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset only when it is probable that future economic benefits associated with the item will flow to the Group. All repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Depreciation

Depreciation is calculated on a straight-line basis, except for motor vehicles included in plant and equipment, for which depreciation is calculated on a diminishing value method. Straight-line allocates the cost of an item of property, plant and equipment net of residual values over the expected useful life of each asset. Estimates of remaining useful life and residual values are reviewed and adjusted, if appropriate, on an annual basis.

The useful lives applied for each class of assets are:

	Range of useful lives (years)
Infrastructure, including:	
Tracks	7–50
Track turnouts	20–25
Ballast	8–20
Civil works	20–99
Bridges	30–99
Electrification	20–50
Field signals	15–40
Buildings	10–40
Rollingstock, including:	
Locomotives	25–40
Locomotives componentisation	8–12
Wagons	25–40
Wagons componentisation	10–17
Plant and equipment	3–20

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

8. Property, plant and equipment (continued)

(b) Accounting policies (continued)

(ii) Leases

An asset and a corresponding liability, except for where the lease is prepaid, are recognised at the date at which the asset is available for use by the Group. Where the Group is a sub-lessor and the sub-lease is for the duration of the head lease, the asset recognised from the head lease is derecognised and a lease receivable equal to the present value of future lease payments receivable is recognised.

Assets and liabilities arising from a lease are initially measured on a present-value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The lease payments are discounted using the Group's incremental borrowing rate, being the rate that the Group would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Other leased assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs.

Other leased assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the asset is depreciated over the underlying asset's useful life.

(iii) Impairment tests for property, plant and equipment

Property, plant and equipment subject to depreciation is reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

In testing for impairment, the recoverable amount is estimated for an individual asset or, if it is not possible to estimate the recoverable amount for the individual asset, the recoverable amount for the cash generating unit (CGU) to which the asset belongs. CGUs are the smallest identifiable group of assets that generate cash flows that are largely independent from the cash flows of other assets or group of assets. Each CGU is no larger than a reportable segment.

Assets are impaired if their carrying amount exceeds their recoverable amount. The recoverable amount of an asset or CGU is determined as the higher of its fair value less costs of disposal or value-in-use.

An impairment loss is recognised in profit or loss if the carrying amount of the asset or a CGU exceeds its recoverable amount. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs) and then to reduce the carrying amount of other assets in the CGU (group of CGUs).

Where there is an indicator that previously recognised impairment losses may no longer exist or may have decreased, the asset is tested for impairment. The impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount of the asset and is reversed only to the extent that the carrying amount of the asset does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised.

9. Intangible assets

	Goodwill $m	Software $m	Software under development $m	Total $m
2026				
Opening net book amount	–	124	16	140
Additions	–	–	10	10
Transfers between asset classes	–	14	(14)	–
Amortisation	–	(33)	–	(33)
Closing net book amount	–	105	12	117
At 30 June 2026				
Cost	57	450	12	519
Accumulated amortisation and impairment	(57)	(345)	–	(402)
Net book amount	–	105	12	117
2025				
Opening net book amount	50	144	15	209
Additions	–	–	12	12
Transfers between asset classes	–	11	(11)	–
Acquisitions through business combinations (Note 22)	7	–	–	7
Amortisation	–	(31)	–	(31)
Impairment	(57)	–	–	(57)
Closing net book amount	–	124	16	140
At 30 June 2025				
Cost	57	436	16	509
Accumulated amortisation and impairment	(57)	(312)	–	(369)
Net book amount	–	124	16	140

(a) Impairment tests for goodwill

As at 30 June 2026, there is no goodwill recognised in the consolidated balance sheet. During FY2025, the Group recognised an impairment loss of $57 million which reduced the carrying amount of goodwill allocated to the Bulk CGU to nil.

As no goodwill is allocated to any CGU at the reporting date, the Group is not required to perform an annual impairment test for goodwill.

(b) Accounting policies

(i) Goodwill

The goodwill recognised by the Group is a result of business combinations and generally represents the future economic benefits that arise from assets that are not capable of being individually identified and separately recognised. Goodwill may also arise as a result of temporary differences recognised in a business combination. Goodwill is initially measured as the amount the Group paid to acquire a business over and above the fair value of net assets acquired. Following initial recognition, goodwill is carried at cost less any accumulated impairment.

(ii) Software

Costs incurred in developing products or systems, and costs incurred in acquiring software and licences that will contribute to future period financial benefits through revenue generation and/or cost reduction, are capitalised to software and systems. Costs capitalised include external direct costs of materials and services, employee costs and an appropriate portion of relevant overheads. Software development costs include only those costs directly attributable to the development phase, and are only recognised following completion of technical feasibility and where the Group has an intention and ability to use the asset.

Software-as-a-Service (SaaS) arrangements are service contracts which provide the right to access the cloud provider's application software over the contract period. Costs incurred to configure or customise, and the ongoing licence fees, are recognised as an expense in profit or loss. Some of these costs incurred are for the development of software code that enhances or creates additional capability to existing systems and are recognised as an intangible asset when the recognition criteria are met.

Software is stated at historical cost, less any accumulated amortisation or impairment. Amortisation is calculated using the straight-line method over the estimated useful life, which varies from three to 15 years.

Notes to the consolidated financial statements
30 June 2026 (continued)

10. Other assets

	2026 $m	2025 $m
Current		
Contract assets (a)	**20**	15
Lease receivable (b)	**4**	4
Other current assets	**10**	12
	34	31
Non-current		
Contract assets (a)	**44**	48
Lease receivable (b)	**12**	16
	56	64

(a) Contract assets
Refer to Note 2(b) for further information relating to contract assets.

(b) Lease receivable
Lease receivables represent the present value of future lease payments receivable on sub-lease arrangements where the expiry of the term of the sub-lease is the same as the head lease. The collectability of lease receivables is reviewed on an ongoing basis. No provision for impairment of lease receivables has been recognised, refer to the accounting policy in Note 6 (2025: $nil).

Minimum lease payments receivable on sub-leases are as follows:

	2026 $m	2025 $m
Within one year	**4**	4
Later than one year but not later than five years	**13**	18
Later than five years	**–**	–
	17	22
Less: Unearned interest income	**(1)**	(2)
Total lease receivables	**16**	20
Interest income relating to sub-lease arrangements	**1**	1
Income relating to variable lease payments received	**8**	8

The total cash inflow for sub-leases in the financial year was $12 million (2025: $14 million).

11. Trade and other payables

	2026 $m	2025 $m
Current		
Trade payables	**317**	344
Other payables	**81**	72
	398	416

(a) Accounting policies
Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 45 days or within the terms agreed with the supplier.

12. Provisions

	2026 $m	2025 $m
Current		
Employee benefits (a)	**274**	260
Self-insurance provision	**29**	28
Other provisions	**3**	3
	306	291
Non-current		
Employee benefits (a)	**24**	21
Self-insurance provision	**15**	14
Land rehabilitation	**11**	11
Make good	**–**	3
	50	49
Total provisions	**356**	340

(a) Employee benefits

	2026 $m	2025 $m
Annual leave	**97**	93
Long service leave	**128**	131
Other	**73**	57
	298	281

Long service leave includes all unconditional entitlements where employees have completed the required period of service and a provision for the probability that employees will reach the required period of service. Based on past experience, the Group does not expect all employees to take the full amount of employee benefits or require payment within the next 12 months. The current provision for employee benefits includes $112 million (2025: $116 million) that is not expected to be taken or paid within the next 12 months.

12. Provisions (continued)

(b) Accounting policies

A provision is recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are measured at the present value of the best estimate of the expenditure required to settle the present obligation at the reporting date.

(i) Employee benefits

The provision for employee benefits includes accrued annual leave, leave loading, retirement allowances, long service leave, short-term incentive plans and termination benefits.

Liabilities for wages, salaries and accumulating non-monetary benefits expected to be settled within 12 months of the reporting date, are recognised in respect of employees' services up to the end of the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled.

Liabilities for annual leave and long service leave are measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting date. Expected future payments that are not expected to be settled within 12 months are discounted using market yield at the reporting date of Australian corporate bond rates and reflects the terms to maturity. Remeasurements as a result of adjustments and changes in actuarial assumptions are recognised in profit or loss.

A liability for short-term incentive plans is recognised based on a formula that takes into consideration the Group and individual key performance indicators. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

A termination benefit is payable when the Group decides to terminate the employment, or when an employee accepts redundancy in exchange for these benefits. A provision is recognised at the earlier of when the Group can no longer withdraw the offer of those benefits or when the Group recognises costs for restructuring and is measured using the present value of the expected amounts to be paid to settle the obligation.

Employee benefits are presented as current liabilities in the balance sheet if the Group does not have any unconditional right to defer settlement for at least 12 months after the reporting period, regardless of when the actual settlement is expected to occur.

(ii) Superannuation

Aurizon Holdings Limited and the following subsidiaries are members of the State Public Sector Superannuation Scheme (QSuper) multi-employer defined benefit superannuation plan and are required to contribute a specific percentage of employee benefits expense to fund the retirement benefits of 330 employees (2025: 378):

- Aurizon Operations Limited
- Aurizon Network Pty Ltd
- Australia Eastern Railroad Pty Ltd
- Australia Western Railroad Pty Ltd
- Aurizon Intermodal Pty Ltd
- Interail Australia Pty Ltd

In accordance with the requirements of AASB 119 *Employee Benefits*, given the lack of sufficient information available, the plan is accounted for as if it were a defined contribution plan. Superannuation expense in Note 3 includes $12 million (2025: $14 million) relating to the QSuper defined benefit plan.

(iii) Self-insurance provision

Self-insurance provision represents the estimated liability for general and property claims and workers' compensation. The estimate is based on known claims and an allowance for Incurred But Not Reported claims.

(iv) Land rehabilitation and make good provisions

A provision is recognised for the present value of estimated costs of land rehabilitation and make good where the Group has a legal or constructive obligation to restore a site. The present value of estimated costs is calculated by inflating estimated costs at 2.6% (2025: 2.5%) and discounting at a weighted average discount rate of 4.9% (2025: 4.1%). The unwinding of the discount is recognised in profit or loss in finance costs and the movement in the provision is recognised in profit or loss in other expenses or through property, plant and equipment where these were recognised in the initial cost of the asset.

CQCN

The Group is the below rail operator and economic owner of the 2,670km CQCN under long-term infrastructure and land leases as described in Note 8. The CQCN is required to be managed and maintained in accordance with good operating practice. At expiry of the long-term leases, the Group has the right, but not the obligation, to remove the infrastructure (or parts of it) by agreement with the lessor or to be paid the fair market value of the infrastructure that is not removed. Therefore, no land rehabilitation provision is recognised in respect of the CQCN.

Tarcoola-to-Darwin railway and intrastate rail freight network in South Australia

The Group is the below rail operator and economic owner of the 2,245km Tarcoola-to-Darwin railway line and 215km of intrastate rail freight network in South Australia under long-term infrastructure (the Concession Deed) and land leases as described in Note 8. At expiry of the Concession Deed, the Tarcoola-to-Darwin railway is required to be returned in a condition which is capable of continued operations. The Concession Deed does not require the removal of track infrastructure or other property installed. At expiry of the land lease for the intrastate rail freight network in South Australia, the lessor may elect to acquire all or any part of the track infrastructure for fair market value. For any unacquired track infrastructure, the Group may remove that part of the track infrastructure or return it to the lessor. Therefore, no land rehabilitation provision is recognised in respect of the Tarcoola-to-Darwin railway or the intrastate rail freight network in South Australia.

13. Other liabilities

	2026 $m	2025 $m
Current		
Contract liabilities (a)	**20**	31
Lease liabilities (b)	**24**	26
Other current liabilities	**1**	1
	45	58
Non-current		
Contract liabilities (a)	**44**	49
Lease liabilities (b)	**259**	162
Other non-current liabilities	**1**	2
	304	213

(a) Contract liabilities

Refer to Note 2(b) for further information relating to contract liabilities.

(b) Lease liabilities

Lease liabilities represent the present value of future lease payments.

Minimum lease payments are as follows:

	2026 $m	2025 $m
Within one year	**41**	36
Later than one year but not later than five years	**139**	119
Later than five years	**277**	113
	457	268
Less: Discounted using the Group's incremental borrowing rate	**(174)**	(80)
Total lease liabilities	**283**	188

Capital and financial risk management

In this section

Capital and financial risk management provides information about the capital management practices of the Group and shareholder returns for the year, and discusses the Group's exposure to various financial risks, explains how these affect the Group's financial position and performance, and what the Group does to manage these risks.

14. Capital risk management

The Group aims to maintain a strong capital base to support investor, creditor and market confidence, while enabling future development of the business. The Group monitors its capital structure using the gearing ratio, ability to generate free cash flow and credit rating.

Net debt consists of borrowings (both current and non-current) less cash and cash equivalents. Net debt excludes lease liabilities. Net gearing ratio is defined as Net debt divided by Net debt plus Equity. Net debt and Net gearing ratio are measures of the Group's indebtedness and provides an indicator of the balance sheet strength.

	Notes	2026 $m	2025 $m
Total borrowings	17	**5,346**	5,313
Less: cash and cash equivalents		**(128)**	(64)
Net debt		**5,218**	5,249
Total equity		**3,939**	4,086
Total capital		**9,157**	9,335
Net gearing ratio		**57.0%**	56.2%

15. Dividends

	Cents per share	$m
Declared and paid during the period		
For the year ended 30 June 2026		
Final dividend for 2025 (100% franked)	**6.5**	**114**
Interim dividend for 2026 (90% franked)[1]	**12.5**	**211**
		325
For the year ended 30 June 2025		
Final dividend for 2024 (60% franked)	7.3	134
Interim dividend for 2025 (60% franked)	9.2	163
		297
Proposed and unrecognised at period end		
For the year ended 30 June 2026		
Final dividend for 2026 (90% franked)	10.5	177
For the year ended 30 June 2025		
Final dividend for 2025 (100% franked)	6.5	114

1 The dividend declared and unpaid at 31 December 2025 of $214 million differed from the final dividend paid of $211 million due to a reduction in shares on issue resulting from the on-market share buy-back program between the declaration date and payment date.

Franked dividends

Franking credits are available to shareholders of the Company at the 30% corporate tax rate. The franking credit account balance as at 30 June 2026 was a surplus of $31 million (2025: deficit of $1 million). The balance of franking credits available as at the reporting date, adjusted for franking credit impact that arises from the refund of current tax receivables or the payment of current tax liabilities, is a surplus of $78 million (2025: surplus of $47 million).

16. Equity

(a) Contributed equity

	Number of shares '000	Issued capital $m	Other contributed equity $m	Total $m
At 1 July 2024	1,840,704	207	3,467	3,674
On-market share buy-back	(90,260)	–	(300)	(300)
At 30 June 2025	1,750,444	207	3,167	3,374
On-market share buy-back	(67,137)	–	(250)	(250)
At 30 June 2026	**1,683,307**	**207**	**2,917**	**3,124**

(i) Issued capital

Ordinary shares are classified as equity. The Company does not have authorised capital or par value in respect of its issued shares. All issued shares are fully paid. Ordinary shares entitle the holder to participate in dividends, as declared from time to time, and are entitled to one vote per share at meetings of the Company.

(ii) Other contributed equity

Prior to the Initial Public Offering in 2010, the Queensland Government (the State) made an equity contribution to the Company. Certain share buy-backs and incremental costs attributable to share buy-backs have been deducted from the initial contribution. The other contributed equity account is treated as share capital for tax purposes.

(iii) Share buy-backs

Where the Company purchases ordinary shares as a result of a share buy-back, the consideration paid, net of any related income tax benefits, is deducted from issued capital or other contributed equity and the ordinary shares are cancelled. During the period, the Company acquired 67 million shares for total consideration of $250 million which has been deducted from other contributed equity and the ordinary shares are cancelled.

16. Equity (continued)

(b) Reserves

	Notes	Cash flow hedges $m	Share-based payments $m	Foreign currency translation $m	Total $m
Balance at 1 July 2025		**(59)**	**17**	**9**	**(33)**
Fair value gains/(losses) taken to equity		**99**	**–**	**–**	**99**
Fair value (gains)/losses transferred to property, plant and equipment		**(1)**	**–**	**–**	**(1)**
Tax expense/(benefit) relating to items of other comprehensive income		**(29)**	**–**	**–**	**(29)**
Other currency translation differences		**–**	**–**	**(6)**	**(6)**
Other comprehensive income		**69**	**–**	**(6)**	**63**
Transactions with owners in their capacity as owners:					
Share-based payments expense	26	**–**	**4**	**–**	**4**
Purchase of shares for performance rights plans		**–**	**(4)**	**–**	**(4)**
Aggregate deferred tax debited/(credited) to equity		**–**	**3**	**–**	**3**
Balance at 30 June 2026		**10**	**20**	**3**	**33**
Balance at 1 July 2024		10	12	3	25
Fair value gains/(losses) taken to equity		(98)	–	–	(98)
Fair value (gains)/losses transferred to property, plant and equipment		1	–	–	1
Fair value (gains)/losses taken to profit or loss		(1)	–	–	(1)
Tax expense/(benefit) relating to items of other comprehensive income		29	–	–	29
Other currency translation differences		–	–	6	6
Other comprehensive income		(69)	–	6	(63)
Transactions with owners in their capacity as owners:					
Share-based payments expense		–	7	–	7
Purchase of shares for performance rights plans		–	(1)	–	(1)
Aggregate deferred tax debited/(credited) to equity		–	(1)	–	(1)
Balance at 30 June 2025		(59)	17	9	(33)

(i) Cash flow hedge reserve

The cash flow hedge reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedge transactions that have not yet occurred.

(ii) Share-based payment reserve

The share-based payment reserve is used to recognise the fair value of rights recognised as an expense. Refer to Note 26 for further details of the Group's performance rights plans.

The fair value of rights granted are recognised as an employee benefits expense in profit or loss, with a corresponding increase in the share-based payment reserve in equity, and is spread over the vesting period during which the employees become unconditionally entitled to the right.

Where the Company purchases ordinary shares to satisfy performance rights plans, the consideration paid is deducted from the share-based payment reserve.

(iii) Foreign currency translation reserve

On consolidation all exchange differences arising from translation of controlled entities with a financial currency that is not Australian dollars are recognised in other comprehensive income and accumulated in the foreign currency translation reserve. When a foreign operation is disposed of, or ceases, the cumulative amount recognised within the reserve relating to that foreign operation is transferred to profit or loss.

Notes to the consolidated financial statements
30 June 2026 (continued)

17. Borrowings

The Group borrows money through bank debt facilities and the issuance of debt securities in capital markets.

The carrying amount of the Group's borrowings are detailed below. The Group's financing arrangements and exposure to risks arising from borrowings is set out in Note 18(b).

	2026 $m	2025 $m
Current — Unsecured		
Bank debt facilities	**158**	85
Euro Medium-Term Notes	**–**	886
Short-term borrowings	**67**	–
	225	971
Non-current — Unsecured		
Bank debt facilities	**1,831**	975
AMTNs	**1,980**	1,981
Euro Medium-Term Notes	**55**	73
US Private Placement Notes	**774**	826
Subordinated notes	**491**	500
Other borrowings	**7**	7
Capitalised borrowing costs	**(17)**	(20)
	5,121	4,342
Total borrowings	**5,346**	5,313

The Group's bank debt facilities and US Private Placement Notes (USPP) contain financial covenants. The bank debt facilities, Medium-Term Notes, and USPP contain general undertakings including negative pledge clauses which restrict the amount of security that the Group can provide over assets in certain circumstances. The Group has complied with all required covenants and undertakings throughout the reporting period.

The Group maintains pre-existing committed undrawn bank debt facilities and access to its established debt capital markets programmes, which are sufficient to refinance or repay these current borrowings as and when they fall due.

(a) Accounting policies

Borrowings are initially recognised at fair value of the consideration received, less directly attributable borrowing costs. Borrowings are subsequently measured at amortised cost using the effective interest rate method. Directly attributable borrowing costs are capitalised and amortised over the expected term of the bank debt facilities, AMTNs, EMTNs and USPP notes.

Borrowings are classified as current liabilities, except for those liabilities where the Group has an unconditional right to defer settlement for at least 12 months after the reporting period which are classified as non-current liabilities.

18. Financial risk management

Financial risks, including market risk, liquidity and funding risk and credit risk, are managed through policies approved by the Board. The policies outline principles and procedures with respect to risk tolerance, delegated levels of authority on the type and use of derivative financial instruments, and the reporting of these exposures. The policies are subject to periodic review. The Group typically uses derivative financial instruments to hedge underlying exposures arising from operational activities relating to changes in foreign exchange rates and interest rates.

Aurizon Operations Limited (via a wholly owned subsidiary Aurizon Finance Pty Ltd) uses an annually reviewed duration based hedging strategy to minimise any negative impact to its financial position that may arise as a result of movements in underlying interest rates.

Under the QCA approved regulatory regime, Network receives compensation for its cost of debt through the WACC. The risk-free rate and debt risk premium used to determine WACC are based on observed market data in the specified averaging period prior to a WACC reset date. Interest rate risk is managed through the establishment of financial derivatives to fix the underlying interest rate of forecast debt over this period.

The Group's overall financial risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance as set out in the table below:

Risk	Exposure	Mitigation
Market risks		
— Interest rate risk	Exposure arises from variable-rate short and long-term borrowings, and from fair value fluctuations on fixed-rate debt.	The Group manages this risk by maintaining an appropriate mix of fixed and variable rate borrowings and, where appropriate, utilises interest rate swaps to manage exposure and cash flow variability.
— Interest rate and foreign exchange risk	Exposure to interest rate and foreign currency risk on Euro (€) and Japanese Yen (¥) Euro Medium-Term Notes, and US dollar (US$) Private Placement Notes.	The Group enters into cross-currency interest rate swaps (CCIRS) to convert foreign currency-denominated debt obligations into Australian dollar liabilities, thereby mitigating interest rate and exchange rate volatility.
— Foreign exchange risk	Exposure arises from foreign currency-denominated purchases of inventory and property, plant and equipment.	The Group manages this risk through the use of forward exchange contracts and foreign exchange swaps for committed transactions.
Liquidity and funding risk	Exposure arises from operations and external borrowings where the Group may be unable to refinance debt obligations or meet other cash outflow obligations when required.	The Group maintains sufficient liquidity through access to diverse funding sources to meet obligations under both normal and stressed conditions, without incurring unacceptable losses or reputational harm.
Credit risk	Exposure arises from financial instruments, trade and other receivables, contract assets and lease receivables, measured at carrying value net of impairment.	The Group may enter into financial instrument contracts with high-credit-quality financial institutions rated at least BBB+ by Standard & Poor's. Board-approved policies set individual counterparty credit limits based on long-term credit ratings. The Group manages counterparty risk by approving, setting and renewing credit limits, regularly monitoring exposures against those limits, and continually assessing counterparties' financial stability and strength. Refer to Note 6 for credit risk exposures relating to trade and other receivables, contract assets and lease receivables.

18. Financial risk management (continued)

(a) Market risk

(i) Foreign exchange risk

The Group is exposed to foreign currency risk through foreign denominated borrowings and capital purchases. The exposure is mitigated through hedging 100% of foreign denominated borrowings for both principal and interest for the life of the debt, refer to Note 18(b)(i) for details on the Group's financing arrangements. As at 30 June 2026 and 2025, these foreign currency risk exposures were 100% hedged through cross-currency interest rate swaps. The Group's exposure to foreign currency risk for capital purchases is not considered to have a material impact.

The following sensitivity illustrates how a reasonable possible change in the US dollar or Japanese Yen would impact the financial results and position of the Group as at 30 June:

- If the Australian dollar had changed by 10% against the US dollar, with all other variables held constant, the impact on equity would have been $11 million (2025: $14 million) and no impact on profit or loss.
- If the Australian dollar had changed by 10% against the Japanese Yen, with all other variables held constant, the impact on equity would have been $1 million (2025: $1 million) and no impact on profit or loss.

(ii) Interest rate risk

The Group is exposed to interest rate risk through exposure to movements in the reference rate being Australian Bank Bill Swap (BBSW) on its variable debt and fixed rate debt that has been swapped to variable through interest rate swaps, refer to Note 18(b)(i) for details on the Group's financing arrangements. The table below represents the Group's total variable rate exposure notional amount and the interest rate swaps outstanding at 30 June to convert variable interest payments to fixed:

	Balance $m
2026	
Variable rate exposure	**5,490**
Interest rate swaps (notional amount)	**(4,800)**
Net exposure to interest rate risk	**690**
2025	
Variable rate exposure	5,275
Interest rate swaps (notional amount)	(4,800)
Net exposure to interest rate risk	475

The Group's weighted average interest rate is 6.2% (2025: 6.3%) on its variable rate exposure. The Group hedges 87% (2025: 91%) of the variable rate exposure through interest rate swaps at a weighted average interest rate of 3.7% (2025: 3.8%). The weighted average maturity of interest rate swaps is 1.4 years (2025: 2.3 years).

The following sensitivity illustrates the gain/(loss) impact of a 100-basis points (bps) increase or decrease in interest rates with all other variables held constant:

- Net profit would decrease by $7 million (2025: decrease by $5 million) with a 100-bps increase in interest rate or increase by $7 million (2025: increase by $5 million) with a 100-bps decrease in interest rates
- Equity reserves would increase by $65 million (2025: increase by $110 million) with a 100-bps increase in interest rate or decrease by $65 million (2025: decrease by $112 million) with a 100-bps decrease in interest rates.

(iii) Effects of hedge accounting

The table below summarises the hedging instruments used to manage market risk:

	2026 $m	2025 $m
Current assets		
Interest rate swaps	**14**	–
CCIRS	**–**	104
	14	104
Non-current assets		
Interest rate swaps	**22**	28
CCIRS	**–**	16
	22	44
Total derivative financial instrument assets	**36**	148
Current liabilities		
Foreign exchange contracts	**1**	–
	1	–
Non-current liabilities		
Interest rate swaps	**141**	174
CCIRS	**73**	2
	214	176
Total derivative financial instrument liabilities	**215**	176

Notes to the consolidated financial statements

30 June 2026 (continued)

18. Financial risk management (continued)

(a) Market risk (continued)

(iii) Effects of hedge accounting (continued)

The following table summarises the hedging instruments and hedged items designated in hedging relationships.

	Cash flow hedge			Fair value hedge		
	Foreign exchange contracts[1]	Pay Fixed AUD interest rate swaps[2]	CCIRS[4]	Receive Fixed AUD interest rate swaps[3]	CCIRS[4]	
	Capital purchases $m	AUD Floating rate debt $m	USD & JPY Fixed rate debt $m	AUD Fixed rate debt $m	USD & JPY Fixed rate debt $m	Total $m
2026						
Notional amount	**69**	**4,800**	**720**	**2,483**	**720**	**–**
Carrying amount assets/(liabilities) of hedging instruments	**(1)**	**35**	**(16)**	**(140)**	**(57)**	**(179)**
At 30 June 2026						
Cumulative fair value adjustment on hedged item[5]	**–**	**–**	**–**	**141**	**58**	**199**
Carrying amount of borrowings subject to fair value hedges	**–**	**–**	**–**	**(2,343)**	**(662)**	**(3,005)**
Cumulative balance (credit)/debit deferred in cash flow hedge reserve (before tax)[6]	**1**	**(35)**	**20**	**–**	**–**	**(14)**
During the year recognised						
Gain/(loss) on change in fair value of the hedging instrument for effectiveness testing	**(1)**	**107**	**(9)**	**(66)**	**(181)**	**(150)**
Gain/(loss) on change in fair value of the hedged item	**1**	**(108)**	**9**	**69**	**185**	**156**
Gain/(loss) on change in the value of the hedging instrument recognised in other comprehensive income (before tax)	**–**	**107**	**(9)**	**–**	**–**	**98**
Hedge ineffectiveness recognised in profit or loss	**–**	**1**	**–**	**(3)**	**(4)**	**(6)**

1 Foreign exchange contracts are designated in cash flow hedges that are hedging anticipated purchases of property, plant and equipment. The weighted average exchange rate of outstanding foreign exchange contracts are AUD:USD 0.6855 and AUD:EUR 0.5967.

2 Interest rate swaps are designated in a hedge relationship against a portion of the outstanding debt balances up to the notional amount of the swaps. The interest rate swaps have a weighted average pay fixed leg of 3.81% and a receive floating leg of BBSW.

3 Interest rate swaps are designated to be in a 100% hedge relationship against the identified fixed rate borrowings. The interest rate swaps have a weighted average pay floating leg of BBSW + 1.83% spread and a receive fixed leg of 4.65%.

4 CCIRS are split designated in cash flow hedge and fair value hedge relationships. CCIRS have a weighted average receive fixed USD rate leg of 6.72% and pay floating AUD leg of BBSW + 3.61% spread and a weighted average receive fixed JPY rate leg of 2.39% and pay floating AUD leg of BBSW + 2.11% spread.

5 The cumulative fair value adjustment is included in borrowings.

6 Cash flow hedge reserve includes the cumulative impact of cross-currency basis recognised as cost of hedging of $5 million.

18. Financial risk management (continued)

(a) Market risk (continued)

(iii) Effects of hedge accounting (continued)

	Cash flow hedge			Fair value hedge		
	Foreign exchange contracts[1]	Pay Fixed AUD interest rate swaps[2]	CCIRS[4]	Receive Fixed AUD interest rate swaps[3]	CCIRS[4]	
	Capital purchases $m	AUD Floating rate debt $m	EUR, USD & JPY Fixed rate debt $m	AUD Fixed rate debt $m	EUR, USD & JPY Fixed rate debt $m	Total $m
2025						
Notional amount	54	4,800	1,497	2,418	1,497	–
Carrying amount assets/(liabilities) of hedging instruments	–	(72)	(16)	(74)	134	(28)
At 30 June 2025						
Cumulative fair value adjustment on hedged item[5]	–	–	–	71	(126)	(55)
Carrying amount of borrowings subject to fair value hedges	–	–	–	(2,347)	(1,623)	(3,970)
Cumulative balance (credit)/debit deferred in cash flow hedge reserve (before tax)[6]	–	73	11	–	–	84
During the year recognised						
Gain/(loss) on change in fair value of the hedging instrument for effectiveness testing	–	(114)	16	106	71	79
Gain/(loss) on change in fair value of the hedged item	–	113	(15)	(110)	(69)	(81)
Gain/(loss) on change in the value of the hedging instrument recognised in other comprehensive income (before tax)	–	(113)	15	–	–	(98)
Hedge ineffectiveness recognised in profit or loss	–	1	(1)	4	(2)	2
Amounts recognised in profit or loss for discontinued hedges	–	1	–	–	–	–

1 Foreign exchange contracts are designated in cash flow hedges that are hedging anticipated purchases of property, plant and equipment. The weighted average exchange rate of outstanding foreign exchange contracts are AUD:USD 0.6454 and AUD:EUR 0.5690.

2 Interest rate swaps are designated in a hedge relationship against a portion of the outstanding debt balances up to the notional amount of the swaps. The interest rate swaps have a weighted average pay fixed leg of 3.81% and a receive floating leg of BBSW.

3 Interest rate swaps are designated to be in a 100% hedge relationship against the identified fixed rate borrowings. The interest rate swaps have a weighted average pay floating leg of BBSW + 2.10% spread and a receive fixed leg of 4.60%.

4 CCIRS are split designated in cash flow hedge and fair value hedge relationships. CCIRS have a weighted average receive fixed EUR rate leg of 3.13% and pay floating AUD leg of BBSW + 3.95% and a weighted average receive fixed USD rate leg of 6.72% and pay floating AUD leg of BBSW + 3.61% spread and a weighted average receive fixed JPY rate leg of 2.39% and pay floating AUD leg of BBSW + 2.11% spread.

5 The cumulative fair value adjustment is included in borrowings.

6 Cash flow hedge reserve includes the cumulative impact of cross-currency basis recognised as cost of hedging of $1 million.

18. Financial risk management (continued)

(b) Liquidity and funding risk

(i) Financing arrangements

The table below summarises the financing arrangements the Group had access to at the end of the period. The facilities are unsecured. Refer to key events and transactions for the reporting period for further information on the Group's debt financing activities.

		Utilised[1]		Facility limit	
	Maturity	2026 $m	2025 $m	2026 $m	2025 $m
Senior Bank Debt Facilities					
— Network[2]	Jun-26 to Oct-32	**1,702**	858	**2,165**	1,865
— Finance[3]	Jun-26 to Jul-28	**323**	237	**870**	845
		2,025	1,095	**3,035**	2,710
Senior Capital Markets Debt					
AMTN Programme					
— Finance (A$)	Mar-28	**500**	500	**500**	500
— Network (A$)	Mar-30 to Sep-40[4]	**1,572**	1,507	**1,572**	1,507
— Network (¥)	Jun-40	**53**	53	**53**	53
EMTN Programme					
— Network (€)	Jun-26	**–**	778	**–**	778
— Network (¥)	May-34	**68**	68	**68**	68
USPP Programme					
— Finance (US$)	Jul-30 to Jul-35	**503**	503	**503**	503
— Network (US$)	Jun-33 to Jun-35	**307**	306	**307**	306
		3,003	3,715	**3,003**	3,715
Subordinated Notes					
Holdings subordinated notes[5]	May-55	**500**	500	**500**	500
Short-Term Borrowings					
Network commercial paper	Jul-26	**67**	–	**67**	–
Total Group financing arrangements		**5,595**	5,310	**6,605**	6,925

1 Amount utilised include bank guarantees of $37 million (2025: $35 million) under the working capital facility. Amounts utilised exclude capitalised borrowing costs of $17 million (2025: $20 million), discounts on AMTNs, EMTNs and subordinated notes of $3 million (2025: $4 million) and the accumulated fair value adjustment on fixed debt in a fair value hedge relationship of $199 million (2025: $55 million). The facilities above exclude the Term Loan Facility with The AustralAsia Railway Corporation in connection with the Tarcoola-to-Darwin Concession Deed. The carrying amount (and related fair value) of the Term Loan Facility is $7 million (2025: $7 million).

2 In October 2025, Network refinanced its syndicated revolving and term loan facility, with tranches previously set to mature in December 2028 and December 2029. At the time of refinancing, the aggregate limit of the facility was $500 million. As part of the refinancing, these facilities were amended to comprise revolving and term tranches set to mature in October 2030 ($295 million), October 2031 ($277 million) and October 2032 ($78 million) respectively. The aggregate facility limit increased to $650 million, representing an additional $150 million in available capacity. In December 2025, Network refinanced its bilateral revolving and term facility, with tranches previously set to mature in October 2028, October 2029 and October 2030. The bilateral facility has a total limit of $150 million. As part of the refinancing, the maturity date of each tranche was extended by two years (October 2030, October 2031, October 2032), the term tranche was converted to a revolving tranche with no change to the available capacity.

3 In September 2025, Finance refinanced its bilateral facility maturing in July 2026. The aggregate facility limit decreased to $40 million, representing a $10 million reduction in available capacity. As part of the refinancing, the maturity date was extended by two years. The 2026 facility limit also includes a separate $35 million contingent liability (bank guarantee) facility established by Finance in June 2026, maturing in June 2028. No amounts were drawn under this facility at 30 June 2026.

4 The Network AMTN (A$) Programme comprises: (i) two issuances maturing ≤5 years with a utilised amount and facility limit of $582 million; (ii) five issuances maturing >5 years and <10 years with a utilised amount and facility limit of $925 million; and (iii) one issuance maturing ≥10 years with a utilised amount and facility limit of $65 million.

5 The Aurizon Holdings Limited subordinated notes have a first call date on 16 August 2030 exercisable by the Company.

Notes to the consolidated financial statements

30 June 2026 (continued)

18. Financial risk management (continued)

(b) Liquidity and funding risk (continued)

(ii) Maturities of financial liabilities

The table below analyses the Group's financial liabilities and derivatives into the maturity groupings based on the period remaining until the contractual maturity date. The amounts disclosed are the contractual undiscounted principal and interest components at the prevailing foreign exchange rates at the reporting date, profiled on the earliest contractual maturity.

	1 year or less $m	1–5 years $m	More than 5 years $m	Total contractual cash flows $m	Carrying amount (assets)/liabilities $m
2026					
Non-derivative financial instruments					
Trade and other payables	**398**	**–**	**–**	**398**	**398**
Borrowings (excluding CCIRS hedging effects)[1]	**529**	**4,120**	**2,436**	**7,085**	**5,346**
Financial guarantees	**37**	**–**	**–**	**37**	**–**
Total non-derivative financial instruments	**964**	**4,120**	**2,436**	**7,520**	**5,744**
Derivatives					
Interest rate swaps	**18**	**70**	**5**	**93**	**105**
CCIRS	**14**	**49**	**73**	**136**	**73**
Forward exchange contracts	**–**	**–**	**–**	**–**	**1**
Total derivatives	**32**	**119**	**78**	**229**	**179**
2025					
Non-derivative financial instruments					
Trade and other payables	416	–	–	416	416
Borrowings (excluding CCIRS hedging effects)[1]	1,238	2,349	3,261	6,848	5,313
Financial guarantees	35	–	–	35	–
Total non-derivative financial instruments	1,689	2,349	3,261	7,299	5,729
Derivatives					
Interest rate swaps	49	95	(2)	142	146
CCIRS	(89)	16	11	(62)	(118)
Total derivatives	(40)	111	9	80	28

1 The balance includes Aurizon Holdings Limited subordinated notes which have a first call date on 16 August 2030 exercisable by the Company.

18. Financial risk management (continued)

(c) Hedging instruments

(i) Accounting policies

Derivative financial instruments are recognised initially at fair value on the date the instrument is entered into and are subsequently remeasured at fair value or 'mark-to-market' at each reporting date. The gain or loss on remeasurement is recognised immediately in profit or loss unless the derivative is designated as a hedging instrument, in which case the remeasurement is recognised in equity.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

Hedge accounting

At inception of the hedge relationship, the Group formally designated the relationship between hedging instruments and hedged items, as well as its risk management objective for undertaking various hedge transactions. The Group also documents its assessment at hedge inception date and on an ongoing basis as to whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

The Group enters into hedge relationships where the critical terms of the hedging instrument match exactly with the terms of the hedged item and a qualitative assessment is performed to assess effectiveness. If changes in circumstances affect the terms of the hedged item, such as the terms no longer match exactly with the critical terms of the hedged instrument, a hypothetical derivative method is used to assess effectiveness.

The main source of hedge ineffectiveness is the effect of the credit risk differential between the Group and its respective counterparties (i.e. credit curves) on the fair value of interest rate swaps and CCIRS, which is not reflected in the fair value of the hedged item. Ineffectiveness may also arise due to differences in the critical terms between the interest rate swaps and loans, in the timing of forecast transactions or any off-market derivatives. Hedge ineffectiveness is recognised against the mark-to-market position of the derivative financial instrument and in profit or loss in finance expense.

Rebalancing

If the hedge ratio for risk management purposes is no longer optimal but the risk management objective remains unchanged and the hedge continues to qualify for hedge accounting, the hedge relationship will be rebalanced by adjusting either the volume of the hedging instrument or the volume of the hedged item so that the hedge ratio aligns with the ratio used for risk management purposes. Any hedge ineffectiveness is calculated and accounted for at the time of the hedge relationship rebalancing.

For the purpose of hedge accounting, hedges are classified as fair value hedges or cash flow hedges and are accounted for as set out in the table below.

	Fair value hedge	Cash flow hedge
What is it?	A fair value hedge is used to swap fixed interest payments to variable interest payments in order to manage the Group's exposure to interest rate risk, thus hedging the change in fair value of a recognised asset or liability or firm commitment.	A cash flow hedge is used to swap variable interest rate payments to fixed interest rate payments, or to lock in foreign currency rates in order to manage the Group's exposure to interest rate risk and foreign exchange risk associated with an asset, liability or forecasted transaction.
Movement in fair value	Changes in the fair value of the derivative are recognised in profit or loss, together with the changes in fair value of the hedged asset or liability attributable to the hedged risk. The gain or loss relating to the effective portion of interest rate swaps hedging fixed rate borrowings are recognised in profit or loss within finance expenses, together with the changes in fair value of the hedged fixed rate borrowing attributable to interest rate risk. The gain or loss relating to the ineffective portion is recognised separately to the effective portion in profit or loss within finance expense.	The effective part of any gain or loss on the derivative financial instrument is recognised in other comprehensive income and accumulated in equity in the cash flow hedge reserve. The change in the fair value that is identified as ineffective is recognised immediately in profit or loss within finance income or finance expense. Amounts accumulated in equity are transferred to profit or loss when the hedged item affects profit or loss. When the forecast transaction results in the recognition of a non-financial asset (property, plant and equipment), the gains or losses previously deferred in equity are transferred from equity and included in the measurement of the initial cost or carrying amount of the asset.
Discontinuation of hedge accounting	If the hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest method is used is amortised to profit or loss in finance income over the period to maturity using a recalculated effective interest rate.	When a hedging instrument expires or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to profit or loss.

18. Financial risk management (continued)

(d) Fair value measurement

The carrying value of cash and cash equivalents and non-interest bearing financial assets and liabilities approximates the carrying amount. The fair value of borrowings carried at amortised cost is $5,290 million (2025: $5,136 million).

The fair value of borrowings is estimated by discounting future contractual cash flows at the current market interest rates that are available to the Group for similar financial instruments. The market interest rates were determined to be between 4.8% and 8.2% (2025: 3.8% and 7.5%) depending on the type of facility.

The fair value of forward foreign exchange contracts is determined as the unrealised gain/(loss) with reference to market rates. The fair value of interest rate swaps is determined as the net present value of contracted cash flows. The existing exposure method, which estimates future cash flows to present value using credit adjusted discount factors after counterparty netting arrangements, has been adopted for both forward foreign exchange contracts and interest rate swaps.

The fair value of CCIRS is determined as the net present value of contract cash flows. The future probable exposure method is applied to the estimated future cash flows to reflect the credit risk of the Group and relevant counterparties.

The Group's derivative financial instruments and fair value of borrowings are classified as Level 2 (2025: Level 2), directly or indirectly observable market data. During the period, there were no transfers between Level 1, Level 2 or Level 3 in the fair value hierarchy (2025: nil).

Group structure

In this section

Group structure provides information about particular subsidiaries and associates, and how changes have affected the financial position and performance of the Group.

19. Joint ventures

The Group has an interest in the following joint ventures:

Name	Country of operation	Ownership interest 2026 %	2025 %	Principal activity
Coal Network Capacity Co Pty Ltd	Australia	**8**	8	Independent expert
Ox Mountain Limited[1]	United Kingdom	**75**	74	Software
ARG Risk Management Limited	Bermuda	**50**	50	Insurance
Integrated Logistics Company Pty Ltd	Australia	**14**	14	Consulting

1 The Group's investment in Ox Mountain Limited continues to be classified as a joint venture due to the Group having joint control and is accounted for using the equity method of accounting.

(a) Accounting policies

Investments in joint ventures are accounted for using the equity method of accounting. Investments are initially recognised at cost and subsequently adjusted for the Group's share of net profit or loss. The carrying amount of an investment is reduced by the value of dividends received from the joint venture.

The carrying amount of investments are tested for impairment in accordance with the policy described in Note 8.

20. Material subsidiaries

The ultimate parent of the Group is Aurizon Holdings Limited. The companies listed below are those whose results, in addition to the parent entity, principally affect the amounts shown in the financial report:

Controlled entities	Country of incorporation	Ownership interest 2026 %	2025 %
Aurizon Operations Limited	Australia	**100**	100
Aurizon Network Pty Ltd	Australia	**100**	100
Aurizon Finance Pty Ltd	Australia	**100**	100
Aurizon Property Pty Ltd	Australia	**100**	100
Australia Eastern Railroad Pty Ltd	Australia	**100**	100
Australia Western Railroad Pty Ltd	Australia	**100**	100
Aurizon Port Services Pty Ltd	Australia	**100**	100
Aurizon Port Services NSW Pty Ltd	Australia	**100**	100
Aurizon Port Services (SA) Pty Ltd	Australia	**100**	100
Aurizon Bulk Central Pty Ltd	Australia	**100**	100
Aurizon Bulk Central Network Pty Ltd	Australia	**100**	100
Iron Horse Insurance Company Pte Ltd	Singapore	**100**	100

(a) Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of the Group as at reporting date and the results of all subsidiaries for the financial year.

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group and de-consolidated from the date that control ceases.

Inter-company transactions and balances are eliminated on consolidation.

The assets and liabilities of entities within the Group that have a functional currency different from the presentation currency are translated into Australian dollars at the rate of exchange at the balance sheet date and profit or loss are translated at the average exchange rate for the year. The exchange differences arising on the balance sheet translation are taken directly to a separate component in equity in the foreign currency translation reserve.

Notes to the consolidated financial statements

30 June 2026 (continued)

21. Parent entity disclosures

The financial information for the parent entity Aurizon Holdings Limited has been prepared on the same basis as the consolidated financial statements, except for investments in subsidiaries which are carried at cost less accumulated impairment losses.

(a) Summary financial information

	2026 $m	2025 $m
Current assets	**104**	229
Non-current assets	**3,601**	3,720
Total assets	**3,705**	3,949
Current liabilities	**72**	78
Non-current liabilities	**495**	495
Total liabilities	**567**	573
Net assets	**3,138**	3,376
Equity		
Contributed equity	**3,124**	3,374
Reserves	**2**	2
Retained earnings	**12**	–
Total equity	**3,138**	3,376
Profit for the year	**336**	301
Total comprehensive income	**336**	301

All costs associated with employees of the parent entity are borne by a subsidiary and recharged to the parent entity as they are incurred. The parent entity disclosure includes employee benefit provisions and other labour accruals for these employees.

(b) Guarantees entered into by the parent entity

The parent entity did not have any material contingent liabilities or contractual commitments for the acquisition of property, plant and equipment as at 30 June 2026 (2025: $nil).

22. Acquisition of businesses

(a) Summary of acquisitions

(i) Flinders Logistics Pty Ltd

On 6 December 2024, the Group acquired 100% of the issued shares in Flinders Logistics Pty Ltd for consideration of $25 million (net of cash acquired).

There were no acquisitions during FY2026.

(b) Accounting policies

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. In accordance with the acquisition method, the Group measures goodwill, at acquisition date, as the fair value of the consideration transferred less the fair value of the identifiable assets and liabilities acquired. The fair value of the consideration transferred comprises the initial cash paid and an estimate for any future contingent or deferred payments the Group may be liable to pay.

The application of the acquisition method requires certain estimates and assumptions to be made particularly around the determination of fair value of any contingent or deferred consideration, the acquired intangible assets, property, plant and equipment, and liabilities assumed. Such estimates are based on information available at acquisition date.

Acquisition-related costs are expensed as incurred.

Other notes

In this section

Other notes provides information on other items which require disclosure to comply with Australian Accounting Standards and other regulatory pronouncements, however are not considered critical in understanding the financial performance or position of the Group.

23. Notes to the consolidated statement of cash flows

(a) Reconciliation of net cash inflow from operating activities to profit

	2026 $m	2025 $m
Profit for the year	**362**	303
Depreciation and amortisation	**739**	732
Impairment of non-current assets	**57**	59
Finance expenses	**360**	356
Share-based payment expense	**4**	7
Net loss on disposal of assets	**6**	9
Share of net profit of investments accounted for using equity method	**(3)**	(1)
Change in operating assets and liabilities:		
(Increase)/decrease in trade and other receivables	**(41)**	(20)
(Increase)/decrease in inventories	**(10)**	(46)
(Increase)/decrease in other operating assets	**4**	3
Increase/(decrease) in trade and other payables	**18**	(12)
Increase/(decrease) in other liabilities	**(17)**	(9)
Increase/(decrease) in current tax liabilities	**(3)**	54
Increase/(decrease) in deferred tax liabilities	**3**	30
Increase/(decrease) in provisions	**17**	(4)
Net cash inflow from operating activities	**1,496**	1,461

(b) Reconciliation of liabilities arising from financing activities to financing cash flows

	Current borrowings $m	Non-current borrowings $m	Liabilities held to hedge borrowings[1] $m	Assets held to hedge borrowings[1] $m	Total $m
Balance as at 1 July 2025	**(971)**	**(4,342)**	**(176)**	**148**	**(5,341)**
Financing cash flows[2]	**638**	**(913)**	**–**	**–**	**(275)**
Changes in fair value (including foreign exchange rates)	**108**	**145**	**(39)**	**(112)**	**102**
Other non-cash movements[3]	**–**	**(11)**	**–**	**–**	**(11)**
Balance as at 30 June 2026	**(225)**	**(5,121)**	**(215)**	**36**	**(5,525)**
Balance as at 1 July 2024	(954)	(3,943)	(236)	129	(5,004)
Reclassification	(886)	886	–	–	–
Financing cash flows[2]	781	(1,010)	–	–	(229)
Changes in fair value (including foreign exchange rates)	88	(268)	60	19	(101)
Other non-cash movements[3]	–	(7)	–	–	(7)
Balance as at 30 June 2025	(971)	(4,342)	(176)	148	(5,341)

1 Assets and liabilities held to hedge borrowings exclude foreign exchange contracts included in Note 18(a).
2 Financing cash flows includes the net amount of proceeds from borrowings, repayment of borrowings and payments of transaction costs related to borrowings.
3 Other non-cash movements includes the amortisation of capitalised borrowing costs and amortisation of discounts on the face value of the AMTNs and EMTNs issued.

24. Related party transactions

Related parties include investments and Key Management Personnel (KMP). Other than with KMP, there were no transactions with related parties during the financial year (2025: $nil).

25. Key Management Personnel

KMP include the Non-Executive Directors and those Executives who have the authority and responsibility for planning, directing and controlling the activities of the Group. Detailed remuneration disclosures are provided in the Remuneration Report section of the Directors' Report.

	2026 $'000	2025 $'000
Short-term employee benefits	**8,918**	6,899
Long-term employee benefits	**86**	77
Post-employment benefits	**285**	305
Other benefits	**40**	–
Termination benefits	**848**	786
Share-based payment expense	**2,690**	3,649
	12,867	11,716

Apart from the information disclosed in this note, no Director has entered into a material contract with the Group in the financial year and there were no material contracts involving Directors' interests existing at year end (2025: nil).

26. Share-based payments

The Group provides benefits to employees (including senior executives) of the Group in the form of share-based payment incentives. The performance rights plans were established by the Board to motivate and incentivise employees to develop and successfully execute against short and long-term strategies that grow the business and generate shareholder returns. The schemes under the plan include a Short Term Incentive Award (STIA), a Long Term Incentive Award (LTIA) and a Retention Award. The schemes have various terms and performance measures.

This note should be read in conjunction with the Remuneration Report, as set out in the Directors' Report, which contains detailed information regarding the setting of remuneration for KMP.

The table below summarises the total movements in the performance rights issued by the Group:

	Balance at start of the year Number '000	Granted during the year Number '000	Exercised during the year Number '000	Forfeited during the year Number '000	Balance at end of the year[1] Number '000
2026					
STIA	**518**	**129**	**(518)**	**–**	**129**
LTIA	**14,104**	**4,408**	**(643)**	**(2,908)**	**14,961**
Retention	**100**	**109**	**(57)**	**–**	**152**
Total	**14,722**	**4,646**	**(1,218)**	**(2,908)**	**15,242**
2025					
STIA	278	518	(278)	–	518
LTIA	12,321	4,987	–	(3,204)	14,104
Retention	277	61	(186)	(52)	100
Total	12,876	5,566	(464)	(3,256)	14,722

1 Balance of rights at the end of the year includes 44,000 rights that had vested but had not been exercised.

During the period, the Group recognised a share-based payment expense of $4 million (2025: $7 million).

The weighted average share price at the date performance rights were exercised during the period was $3.26 (2025: $3.40). The weighted average remaining contractual life of unvested rights at 30 June 2026 was 1.9 years (2025: 2.0 years).

Market valuation techniques were used to determine the fair value of performance rights granted and are summarised in the table below:

Scheme	Fair value	2026 $	2025 $
STIA	Share price at grant date	**3.21**	3.44
Retention	Share price at grant date	**3.22**	3.55
LTIA			
— ROIC	Share price at grant date less estimated dividend yield	**2.64**	2.75
— TSR	Monte-Carlo simulation technique	**1.45**	1.25
— Strategic Transformation[2]	Share price at grant date less estimated dividend yield	**2.64**	2.75

2 The Strategy Transformation Scheme is determined by reference to Non-Coal Underlying EBITDA Growth over the performance period.

The table below summarises the inputs to the fair value calculation under the Monte-Carlo simulation technique:

Inputs	2026	2025
Expected dividend yield (%)	**6.00**	6.10
Expected price volatility of the Company's shares (%)	**15.20**	17.70
Share price at grant date ($)	**3.35**	3.51
Risk-free interest rate (%)	**3.40**	3.80
Expected life of rights (years)	**4.00**	4.00

The expected price volatility of the Company's shares reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome.

Notes to the consolidated financial statements

30 June 2026 (continued)

27. Auditor's remuneration

During the year, the following fees were paid or payable for services provided by the auditor of the parent entity and its subsidiaries:

	2026 $'000	2025 $'000
Deloitte Touche Tohmatsu		
Audit and review of financial statements		
Group	**460**	367
Controlled subsidiaries	**1,271**	1,191
	1,731	1,558
Other assurance services	**285**	338
Total remuneration of Deloitte Touche Tohmatsu	**2,016**	1,896

28. New and amended standards

(a) New and amended standards adopted by the Group

The Group has adopted all the new and revised Standards issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for an account period that begins on or after 1 July 2025. The revised standard effective for the current year that is relevant to the Group is detailed below.

AASB 2026-1 Amendments to Australian Accounting Standards — Disclosures about uncertainties in the financial statements provides additional illustrative disclosures to illustrate how entities disclose information about the effects of uncertainties on the recoverable amount of assets and provisions. Information about key assumptions used in impairment testing is disclosed in note 8.

(b) New standards and interpretations not yet adopted

Certain new accounting standards and amendments to standards have been published that are not mandatory for reporting periods commencing 1 July 2025 and have not been early adopted by the Group.

AASB 18 *Presentation and Disclosure in Financial Statements* will be effective for the Group from 1 July 2027. The standard will affect the presentation and disclosure in the financial statements, including introducing new categories and subtotals in the statement of profit or loss, requiring the disclosure of management-defined performance measures, and changing the grouping of information in the financial statements.

IFRS 20 *Regulatory Assets and Regulatory Liabilities* was issued in May 2026. The standard requires entities to recognise the compensation for regulatory goods and services in the same period those goods and services are supplied. Timing differences between when compensation is recognised and when it is included in regulated rates are recorded as regulatory assets or regulatory liabilities. A regulatory asset arises when there is an enforceable present right to increase future customer rates, while a regulatory liability arises when there is an enforceable present obligation to decrease future rates. Movements in these balances are recognised in profit or loss as regulatory income or regulatory expenses. The standard also includes specific requirements for recognising regulatory balances arising from regulatory depreciation of a Regulatory Capital Base which are recognised only where a direct relationship exists between the Regulatory Capital Base and the underlying assets or expenses.

IFRS 20 is effective for annual reporting periods beginning on or after 1 January 2029 with early adoption permitted. The Group is currently evaluating the expected impact of this standard on the financial statements. Under the Group's current accounting policy, revenue is recognised based on the regulator approved tariffs for the year, regulatory revenue adjustments are recognised in the second financial year following the relevant event as per the Access Undertaking.

Unrecognised items and events after reporting date

In this section

Unrecognised items provides information about items that are not recognised in the financial statements but could potentially have a material impact on the Group's financial position and performance. This section also includes events occurring after the reporting date.

Notes to the consolidated financial statements

30 June 2026 (continued)

29. Commitments and contingencies

(a) Contingent liabilities

Issues relating to common law claims, product warranties and regulatory breaches are dealt with as they arise. There were no material contingent liabilities requiring disclosure in the financial statements, other than as set out below.

Guarantees and letters of credit

The Group has issued guarantees of $37 million (2025: $35 million) to third parties including against workers' compensation self-insurance liabilities as required by State authorities based on independent actuarial advice. The probability of having to make a payment under these guarantees is considered remote.

(b) Capital commitments

At 30 June 2026, the Group has capital commitments contracted but not provided for in respect of the acquisition of property, plant and equipment of $149 million (2025: $119 million) which are due within one year, $7 million (2025: $9 million) which are due between one and five years and $13 million (2025: $13 million) which are due after five years.

30. Events occurring after the reporting period

No matter or circumstance, other than the matters disclosed in key events and transactions for the reporting period, has occurred subsequent to the financial period that has materially affected, or may materially affect, the operations of the Group, the results of those operations, or the state of affairs of the Group or economic entity in subsequent financial periods.

Consolidated entity disclosure statement

30 June 2026

About this report

This statement has been prepared using supporting documentation, including company registration data and information provided to tax authorities, up to 30 June 2026. All Australian tax resident entities listed below (including Iron Horse Insurance Company Pte Ltd) are members of the Aurizon Holdings Limited tax consolidated group. Aurizon 3H (UK) Ltd is a United Kingdom company that holds the Group's investment in Ox Mountain Limited.

Name	Type of entity	Country of incorporation	Ownership interest (%)	Australian tax resident	Foreign jurisdictions
Aurizon Holdings Limited	Body corporate	Australia	N/A	Yes	N/A
Aurizon Operations Limited[1]	Body corporate	Australia	100	Yes	N/A
Aurizon Network Pty Ltd	Body corporate	Australia	100	Yes	N/A
ACN 654 415 700 Pty Ltd[1]	Body corporate	Australia	100	Yes	N/A
Aurizon 3H Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon 3H (UK) Ltd	Body corporate	United Kingdom	100	No	United Kingdom
Aurizon Finance Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Intermodal Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon International Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Port Services Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Port Services NSW Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Property Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Property Holding Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Resource Logistics Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Surat Basin Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Terminal Pty Ltd	Body corporate	Australia	100	Yes	N/A
Australia Eastern Railroad Pty Ltd	Body corporate	Australia	100	Yes	N/A
Australia Western Railroad Pty Ltd	Body corporate	Australia	100	Yes	N/A
Australian Rail Pty Ltd	Body corporate	Australia	100	Yes	N/A
Australian Railroad Group Employment Pty Ltd	Body corporate	Australia	100	Yes	N/A
AWR Lease Co Pty Ltd	Body corporate	Australia	100	Yes	N/A
Interail Australia Pty Ltd	Body corporate	Australia	100	Yes	N/A
Iron Horse Insurance Company Pte Ltd	Body corporate	Singapore	100	Yes	N/A
Logistics Australasia Pty Ltd	Body corporate	Australia	100	Yes	N/A
South Maitland Railways Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central Holdings LP	Partnership	N/A[2]	100	Yes	N/A
Aurizon Bulk Central Finance 2 Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central Holdings Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central Finance Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central Network Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central (SA Holdings) Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central (Northern) Pty Ltd	Body corporate	Australia	100	Yes	N/A
Viper Line Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central Pty Ltd	Body corporate	Australia	100	Yes	N/A
ARG Sell Down No 1 Pty Ltd	Body corporate	Australia	100	Yes	N/A
ARG Sell Down Holdings Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central (VW) Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central (SA Rail) Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central (Eastern) Pty Ltd	Body corporate	Australia	100	Yes	N/A
ARG Sell Down No 2 Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Bulk Central (Operations North) Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Port Services (SA) Pty Ltd	Body corporate	Australia	100	Yes	N/A
Aurizon Pirie Logistics Pty Ltd	Body corporate	Australia	100	Yes	N/A

1 Partner in a partnership (Aurizon Bulk Central Holdings LP).
2 Aurizon Bulk Central Holdings LP is an unincorporated limited partnership registered in the state of South Australia.

Directors' declaration
30 June 2026

In accordance with a resolution of the Directors of the Company, I state that:

In the opinion of the Directors of the Company:

(a) the consolidated financial statements and notes set out on pages 50 to 98 are in accordance with the *Corporations Act 2001*, including:

   (i) complying with Accounting Standards and other mandatory professional reporting requirements as detailed above, and the *Corporations Regulations 2001*,

   (ii) giving a true and fair view of the consolidated entity's financial position as at 30 June 2026 and of its performance for the financial year ended on that date, and

(b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable, and

(c) the consolidated entity disclosure statement, set out on page 99 in accordance with the *Corporations Act 2001*, is true and correct.

Page 55 confirms that the consolidated financial statements also comply with IFRS Accounting Standards as issued by the International Accounting Standards Board.

The Directors have been given the declarations by the Managing Director & Chief Executive Officer and Chief Financial Officer required by section 295A of the *Corporations Act 2001*.

Signed in accordance with a resolution of the directors made pursuant to s295(5) of the *Corporations Act 2001*.

Timothy Longstaff
Chairman

Brisbane
17 August 2026

Deloitte.

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Independent Auditor's Report to the Members of Aurizon Holdings Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Aurizon Holdings Limited (the Company) and its subsidiaries (the Group) which comprises the consolidated balance sheet as at 30 June 2026, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- Giving a true and fair view of the Group's financial position as at 30 June 2026 and of its financial performance for the year then ended; and
- Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

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 Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and 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 of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Key Audit Matter	How the scope of our audit responded to the Key Audit Matter

Useful life of Network infrastructure assets
 	
At 30 June 2026, the carrying amount of the Central Queensland Coal Network infrastructure assets (Network infrastructure assets) was $4,952m (PY: $4,965m). As disclosed in note 8, the Group estimates the useful lives of the Network infrastructure assets based on the expected engineering life of these assets, capped at the remaining term of the applicable leases. In adopting this basis, the Group assumes that the Network infrastructure assets will remain economically viable throughout the lease term (i.e. to 2109).
 	
The Network infrastructure assets are primarily used to transport coal from mines to port for subsequent export. There is uncertainty as to the long-term future demand for coal with climate change widely considered to be one of the key issues facing the global community and pressure on governments and industry to seek lower carbon solutions.
 	
Any change in the export market demand for Queensland coal or restrictions on the supply of that coal may indicate that the useful lives of the Network infrastructure assets should be reduced resulting in an increase in the future depreciation expense.
 	
Given the significant carrying amount of the Network infrastructure assets and the uncertainty associated with the long-term impact of climate change, the estimate of useful lives of the Network infrastructure assets is considered to be a key audit matter.
	To evaluate the useful lives adopted by the Group for the Network infrastructure assets, we performed the following procedures amongst others:
	
	• Obtained and evaluated relevant information which estimates the future demand for, and supply of, coal from Queensland. This included publicly available global and regional energy and coal forecasts and outlooks from industry specialists
	• As metallurgical coal is expected to be in demand longer than thermal coal, evaluated the period over which metallurgical coal demand could be supplied by Queensland mines, with reference to publicly available metallurgical coal reserves and production estimates
	• Obtained publicly available information on the current regulatory environment of the coal industry in Queensland including mine approvals and government policy statements to assess future supply of coal
	• As most publicly available information does not forecast coal demand beyond 2050, management undertook an analysis to assess the economic viability of the Network infrastructure assets beyond 2050. Our procedures on management's analysis included:
	    o Understanding the methodology adopted
	    o Testing the integrity and mechanical accuracy of management's calculations
	    o Comparing key assumptions used by management to existing benchmarks and publicly available information.
	
	We evaluated the disclosures in the financial statements including the sensitivity analysis outlining the impact on depreciation expense of changes in the useful lives of assets (see note 8).
	
	We considered the climate information disclosed in the Sustainability Report in *Section 5.3* in respect of the Current Economics scenario for consistency with the assumptions and disclosures set out in note 8.

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Key Audit Matter	How the scope of our audit responded to the Key Audit Matter
Assessment of the carrying amount of the Coal New South Wales (NSW) cash-generating unit (CGU) At 30 June 2026, as disclosed in note 8, management has estimated the recoverable amount of the Coal NSW CGU, which has a total carrying amount of $514m after recording an impairment of $54m to the carrying amount of property, plant and equipment in the year. As disclosed in note 8, the recoverable amount of this CGU has been estimated using a fair value less costs of disposal discounted cash flow model. The key assumptions included in the model relate to: • cash flows from customers including contract renewals, prices, volumes, mine lives and related regulatory approvals • the level of transformation benefits that will be realised • discount rates and • forecast capital expenditure. As these assumptions require management to exercise significant judgement, the assessment of the recoverable amount of the Coal NSW CGUs is a key audit matter.	To evaluate the estimated recoverable amount of the Coal NSW CGU, we performed the following procedures, amongst others: • Assessed the design and implementation of key controls over management's process for determining the recoverable amount of the CGU • Reconciled the assets and liabilities of the CGU to the Group balance sheet and ensured that corporate assets were appropriately allocated • Agreed the cash flows included in management's model to the latest board approved budgets and assessed the basis for any adjustments to the budgeted cash flows • Evaluated the basis for determining the forecast cash flows attributable to customer contracts in management's model, including an assessment of key assumptions relating to volumes, contract renewals, contract pricing, mine lives and related regulatory approvals. This included, where relevant, a comparison of management's assumptions to publicly available information • Evaluated the competency, qualifications and objectivity of management's expert and assessed the adequacy of their work • Evaluated the basis for proposed cost reductions and transformation benefits included in the forecast cash flows • Evaluated the Group's ability to accurately forecast future cash flows by comparing the current year and historical results to relevant budgets • Together with our valuation specialists, assessed the discount rates used to determine the recoverable amount, by calculating an independent expectation of the rate • Together with our valuation specialists, assessed the valuation methodology and the mathematical accuracy of the cash flow model • Performed an analysis to understand the sensitivity of the recoverable amount to changes in key assumptions We assessed the relevant disclosures included in the financial statements (see note 8). We considered the climate information disclosed in the Sustainability Report in *Section 5.2 Table 3 Current financial effects* in respect of Australian Coal Supply risk for consistency with the assumptions and disclosures set out in note 8.

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Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon. The other information includes:

- Sustainability Report upon which we have performed a review and audit of specified sustainability disclosures and issued a separate auditor's review and audit report
- Specified Scope 3 greenhouse gas (GHG) emissions within the *Voluntary Disclosure - Non-AASB S2 Information related to the Climate Statements* upon which we have performed a limited assurance engagement and issued a separate assurance report on.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors are responsible:

- For the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group in accordance with Australian Accounting Standards; and
- For such internal control as the directors determine is necessary to enable the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and is free from material misstatement, whether due to fraud or error.

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

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.

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

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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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' 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 Group'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 Group 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the 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.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 27 to 40 of the Directors' Report for the year ended 30 June 2026.

In our opinion, the Remuneration Report of Aurizon Holdings Limited, for the year ended 30 June 2026, complies with section 300A of the *Corporations Act 2001*.

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Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Deloitte Touche Tohmatsu
DELOITTE TOUCHE TOHMATSU

Matthew Donaldson
Partner
Chartered Accountants
Brisbane, 17 August 2026

AWhite
Alison White
Partner
Chartered Accountants
Sydney, 17 August 2026

Non-IFRS financial information related to the FY2026 annual financial report

In addition to using profit as a measure of the Group and its segments' financial performance, Aurizon uses EBITDA (Statutory, Adjusted and Underlying), EBITDA margin (Statutory and Underlying), EBIT (Statutory, Adjusted and Underlying), NPAT Underlying, Return On Invested Capital (ROIC), Net debt and Net gearing ratio. These measurements are not defined under IFRS and are, therefore, termed 'Non-IFRS' measures.

EBITDA — Statutory is Group profit before net finance costs, tax, depreciation and amortisation, while **EBIT — Statutory** is defined as Group profit before net finance costs and tax. Adjusted can differ from Statutory due to exclusion of significant items. Underlying reflects Adjusted with the inclusion of Network Revenue Timing Differences. This permits a more appropriate and meaningful analysis of the operating performance on a comparative basis.

EBITDA margin is calculated by dividing Underlying EBITDA by total revenue. These measures are considered to be useful measures of the Group's operating performance because they approximate the Underlying operating cash flow by eliminating depreciation and amortisation.

Revenue timing differences — To align Network revenue recognition with the cost of operating (and maintaining) the CQCN, the estimated future revenue cap is recognised in Underlying revenue from FY2026 and collected from customers through tariffs two years later. In FY2026, Track Access revenue collected was ($27m) below the allowable revenue (being the total FY2026 Maximum Allowable Revenue). No restatement of the prior comparative period has been made. Network revenue timing differences in FY2025 were ($51m) under-recovery pre-tax and ($36m) post-tax.

NPAT — Adjusted represents the Adjusted EBIT less finance costs and tax expense.

NPAT — Underlying represents the Underlying EBIT less finance costs and tax expense.

ROIC is defined as rolling 12-month Underlying EBIT divided by average invested capital. Average invested capital is calculated as the rolling 12-month average of net assets (excluding cash, borrowings, tax, derivative financial assets and liabilities, and assets and liabilities held for sale). This measure is intended to ensure there is alignment between investment in infrastructure and superior returns for shareholders.

Net debt consists of borrowings (both current and non-current) less cash and cash equivalents. Net debt excludes lease liabilities. **Net gearing ratio** is defined as Net debt divided by Net debt plus Equity. Net debt and Net gearing ratio are measures of the Group's indebtedness and provides an indicator of the balance sheet strength. An alternative Net debt and Net gearing ratio are also disclosed to include derivative financial instruments used to hedge market risk on borrowings.

These above mentioned measures are commonly used by management, investors and financial analysts to evaluate companies' performance.

A reconciliation of the Non-IFRS measures and specific items to the nearest measure prepared in accordance with IFRS Accounting Standards is included in the table. The Non-IFRS financial information contained within this Directors' report and Notes to the Financial Statements have not been audited in accordance with Australian Auditing Standards.

	Revenue & Other Income			EBITDA			EBIT			NPAT		
	2026 $m	2025 $m	+/-	2026 $m	2025 $m	+/-	2026 $m	2025 $m	+/-	2026 $m	2025 $m	+/-
Underlying result as reported in Directors' Report	**4,194**	3,952	**6%**	**1,724**	1,576	**9%**	**985**	844	**17%**	**433**	348	**24%**
Timing Differences — Network Revenue	(27)	–		(27)	–		(27)	–		(19)	–	
Adjusted result as reported in Financial Report	**4,167**	3,952	**5%**	**1,697**	1,576	**8%**	**958**	844	**14%**	**414**	348	**19%**
Significant Items												
— Asset impairment — Coal NSW CGU	–	–		**(54)**	–		**(54)**	–		**(38)**	–	
— Technology upgrade	–	–		**(19)**	–		**(19)**	–		**(13)**	–	
— Transformation costs	–	–		**(1)**	(23)		**(1)**	(23)		**(1)**	(15)	
— Proceeds from Settlement of Legal Matters	–	37		**–**	37		**–**	37		**–**	27	
— Goodwill impairment — Bulk	–	–		**–**	(57)		**–**	(57)		**–**	(57)	
Statutory result as reported in Financial Report	**4,167**	3,989	**4%**	**1,623**	1,533	**6%**	**884**	801	**10%**	**362**	303	**19%**

	2026 $m	2025 $m
Average invested capital	**10,394**	10,423
ROIC	**9.5%**	8.1%

Net gearing ratio	30 June 2026 $m	30 June 2025 $m
Total borrowings	**5,346**	5,313
Less: cash and cash equivalents	**(128)**	(64)
Net debt	**5,218**	5,249
Total equity	**3,939**	4,086
Total capital	**9,157**	9,335
Net gearing ratio	**57.0%**	56.2%

Alternative net gearing ratio	30 June 2026 $m	30 June 2025 $m
Net debt	**5,218**	5,249
Accumulated fair value adjustments[1]	**199**	(55)
Alternative Net debt	**5,417**	5,194
Total equity	**3,939**	4,086
Total capital	**9,356**	9,280
Alternative net gearing ratio	**57.9%**	56.0%

1 Refer to Note 18(a)(iii).

Sustainability report

for the year ended 30 June 2026

Climate statements

Disclaimers

This document was prepared by Aurizon Holdings Limited (ACN 146 335 622) (referred to as "Aurizon" which includes its related bodies corporate (including Aurizon Operations Limited)). Whilst Aurizon has endeavoured to ensure the accuracy of the information contained in this document at the date of publication, it may contain information (including third-party information) that has not been independently verified.

Document is a summary only

This document contains selected information in summary form only and should be considered together with the information that Aurizon files with the Australian Securities Exchange. Any information or opinions expressed in this document are subject to change without notice. Aurizon is not under any obligation to update or keep current the information contained within this document. Information contained in this document may have changed since its date of publication.

Information for general purposes

The information provided in this document has been prepared for general informational purposes only without taking into account the recipient's investment objectives, financial circumstances, taxation position or particular needs. Each recipient to whom this document is made available must make its own independent assessment of Aurizon after making such investigations and taking such advice as it deems necessary.

If the recipient is in any doubt about any of the information contained in this document, the recipient should obtain independent professional advice.

Scenario analysis

This document also describes Aurizon's approach to scenario analysis of long-term coal scenarios, bulk scenarios, containerised freight scenarios and environmental targets. The scenario analysis that informs this document was undertaken by Aurizon, supported by expert third-party review and analysis. The scenario analysis is based on the information available at the date of this document and/or the date of Aurizon's planning processes or scenario analysis processes. There are inherent limitations with scenario analysis and it is difficult to predict which, if any, of the scenarios might eventuate. Scenarios are neither predictions nor forecasts and do not constitute definitive outcomes for Aurizon. We do not assign probabilities and future performance may be outside of the ranges presented.

Scenario analysis and the outcomes of those scenarios rely on assumptions that may or may not be correct or eventuate.

Statements about the future

This document contains "forward-looking statements". The words "expect", "anticipate", "likely", "intend", "should", "could", "may", "predict", "plan", "propose", "will", "believe", "forecast", "estimate", "goals", "aims", "target", "may imply" and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance or outlook on, future states of affairs are also forward-looking statements. The forward-looking statements are not based on historical facts, but rather on current beliefs, assumptions, expectations, estimates and projections of Aurizon. Accordingly, these statements are subject to significant business, economic and competitive risks, uncertainties and contingencies associated with the business of Aurizon (both known and unknown) which may be beyond the control of Aurizon, which could cause actual results, developments or trends to differ materially, including but not limited to competition, industry downturns, inability to enforce contractual and other arrangements, legislative and regulatory changes, sovereign and political risks, ability to meet funding requirements, dependence on key personnel and other market and economic factors.

Neither these statements nor past performance are guarantees, predictions or indications of future performance. These forward-looking statements are subject to inherent uncertainties, and it is difficult to predict whether, or the extent to which, any of them will occur. They rely on assumptions that may or may not prove correct, or may be affected by unknown factors. Actual results, performance or outcomes may differ materially from those expressed or implied. Except as required by applicable regulations or by law, Aurizon is not under any obligation to update these forward-looking statements (or scenario analysis) to reflect events or circumstances that arise after publication.

Limited liability

Aurizon has prepared this document based on information available to it at the time of preparation, including from sources believed to be reliable, and subject to the qualifications in this document. The recipient acknowledges and agrees to the maximum extent permitted by law in each relevant jurisdiction, Aurizon and its directors, officers, employees, agents, contractors, advisers and any other person associated with the preparation of this document are not liable to the recipient for any loss arising from any errors in, or omissions from, third-party or unverified information contained in this document, except to the extent liability cannot be excluded by law.

Climate statements
30 June 2026

1. About this report

1.1 Reporting entity

This report presents a complete set of climate-related financial disclosures for Aurizon Holdings Limited (the Company) and its subsidiaries (collectively referred to as Aurizon or the Group) for the financial year ended 30 June 2026 (FY2026). The disclosures have been prepared in accordance with AASB S2 *Climate-related Disclosures*, the mandatory Australian Sustainability Reporting Standard (ASRS) issued by the Australian Accounting Standards Board (AASB) and the requirements of the *Corporations Act 2001*. This is the Group's first year of applying AASB S2.

This report has been prepared for the same consolidated reporting entity and reporting period as the Group's Consolidated Financial Statements (please refer to the 'About this report' section and Note 20(a) in the Notes to the consolidated financial statements on Page 91). It incorporates climate-related information for the Company and all its subsidiaries.

1.2 Transitional relief adopted

The Group has applied the following transitional relief permitted under AASB S2 and related regulations:

- **Early adoption of emissions-methodology relief:** The Group has adopted AASB S2025-1 *Amendments to Greenhouse Gas Emissions Disclosures*, which clarifies the jurisdictional measurement relief in AASB S2 paragraphs B26-B27. This permits the Group to align Australian emissions reporting to the National Greenhouse and Energy Reporting (NGER) methodology rather than the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)*.
- **Relief from presenting comparative information:** The Group has adopted transitional relief under AASB S2 Appendix C, paragraph C3, which does not require disclosure of comparative information in the first annual reporting period in which AASB S2 is applied.
- **Relief from disclosing full Scope 3 emissions:** The Group has adopted the transitional relief under AASB S2 Appendix C, paragraph C4(b), which permits the exclusion of Scope 3 Greenhouse Gas (GHG) emissions (as required by paragraph 29(a)) from its mandatory climate-related disclosures in the first year of reporting. Notwithstanding this relief, Aurizon has voluntarily disclosed selected Scope 3 emissions to enhance transparency. These voluntary disclosures appear on Page 149, see 'Voluntary Disclosure — Non-AASB S2 information related to the Climate Statements'.

1.3 Key judgements, assumptions and measurement uncertainty

In preparing this Sustainability Report, management has exercised judgement to determine what information is relevant, reliable and useful to primary users. For the purposes of this report, information is assessed as material where its inclusion would reasonably be expected by primary users, or where its omission, misstatement, or obscuration could reasonably influence decisions made by primary users of the Group's general purpose financial reports.

This includes interpreting reporting requirements and making informed decisions in areas where the ASRS permit the application of proportionality.

In applying AASB S2, management is required to make estimates and judgements in relation to future events that may affect the Group's operations and performance. These estimates and judgements are based on information available at the reporting date and are considered appropriate in the circumstances; however, actual outcomes may differ as future conditions evolve.

Table 1 summarises the significant key judgements and Table 2 details the key estimates and sources of measurement uncertainty relevant to these Climate Statements.

TABLE 1 — SIGNIFICANT KEY JUDGEMENTS

AREA	DESCRIPTION	WHERE DISCUSSED IN THIS REPORT
Climate-related scenario analysis	Scenario analysis has been prepared using reasonable and supportable information available at the reporting date and reflects management judgement in selecting scenarios, assumptions and modelling techniques. Scenario outputs are indicative and do not represent forecasts or predictions of future financial performance.	Section 5.3
Financial quantification of climate-related risks and opportunities	Management has exercised judgement in determining the extent of financial quantification applied to climate-related risks and opportunities. Full financial quantification has not been applied in this report due to limitations in data availability and inherent uncertainty associated with long-term climate assumptions. Qualitative and semi-quantitative information has been disclosed.	Section 5.2
Materiality assessment	Management applied Aurizon's Enterprise Risk Management Framework and Appetite (ERMFA) and undertook a structured materiality assessment to determine which climate-related risks and opportunities are material for disclosure. Items that met both primary user relevance and significance to Aurizon's prospects are disclosed.	Section 4
Operational control boundary	Management applies an operational control approach, consistent with the NGER Scheme, to determine the operations included in its GHG inventory. Judgement is required where activities involve contractors, shared-use infrastructure and third-party operators. In making these assessments, management distinguishes between contractors undertaking activities under Aurizon's operational control, suppliers from whom goods and services are procured, and third-party operators that operate under their own operational control. These assessments determine whether associated emissions are included within Aurizon's Scope 1 and Scope 2 inventory.	Section 6.1

TABLE 2 — KEY ESTIMATES AND SOURCES OF MEASUREMENT UNCERTAINTY

AREA	DESCRIPTION	WHERE DISCUSSED IN THIS REPORT
Measurement of Scope 1 and Scope 2 GHG emissions	GHG emissions are measured using methodologies prescribed under the NGER Scheme. Estimation uncertainty arises from the use of emissions factors, assumptions applied to incomplete activity data, fuel consumption estimates, electricity consumption accruals and other measurement inputs used in quantifying Scope 1 and Scope 2 emissions.	Section 6.1
Safeguard Mechanism compliance and Australian Carbon Credit Units (ACCU) requirements	Estimates of ACCU surrender requirements depend on future Scope 1 emissions performance, production-adjusted baselines set by the Clean Energy Regulator (CER), and assumptions regarding baseline decline rates and policy stability. Current estimates assume baselines decline by 4.9% per annum to 2030. A Federal Government review scheduled for 2026-2027 may result in changes to baseline trajectories, compliance obligations, and associated carbon costs. Forecast ACCU price assumptions introduce estimation uncertainty.	Section 5.2, Section 6.2, Section 6.3, Section 6.6
Carbon credit valuation and reliance	The Group holds an ACCU inventory and relies on carbon credits as an interim compliance measure. Valuation is subject to market volatility, supply-demand dynamics, and potential regulatory reform. Over the medium to long term, reliance on carbon credits may decrease as operational decarbonisation initiatives are scaled.	Section 5.2, Section 6.3
Scenario analysis modelling and forward-looking assumptions	Scenario analysis incorporates forward-looking assumptions relating to climate policy, commodity demand, technological development, customer behaviour, and macroeconomic conditions. Scenario outputs draw on third-party datasets, models and methodologies (including the IPCC, IEA and Wood Mackenzie), which have not been independently verified by the Group and may be revised over time as climate science and market practice evolve. Management judgement is required in applying these external scenarios to Aurizon's operating environment. This includes assessing the relevance of global assumptions to Australian markets, determining commodity-specific demand pathways, evaluating Australia's future competitiveness and market share, selecting projects and development pathways included in the analysis, and assessing potential impacts on Aurizon's assets, operations and customers. Translating global scenarios to Australian markets and the Group's asset base requires judgement and simplification. As a result, model outputs are subject to a high degree of uncertainty.	Section 5.3
Physical climate risk assessments and asset resilience	Assessments involve uncertainty due to limitations in climate modelling, the availability of asset-level exposure data, and challenges in downscaling global climate models. These uncertainties directly inform the nature and extent of disclosures made in respect of the physical risk assessment outcomes, including the predominantly qualitative characterisation of impacts, the long-dated time horizons applied, and the application of measurement uncertainty reliefs in respect of anticipated financial effects. Assessments completed relate to the Central Queensland Coal Network (CQCN) and Bulk Central Network (BCN) as material, long-lived infrastructure assets.	Section 5.3

Climate statements
(continued)

1.4 Presentation currency

All monetary amounts in this report are presented in Australian dollars, the functional and presentation currency of the Company. Values have been rounded to the nearest $1,000,000, consistent with the presentation of the Group's Consolidated Financial Statements.

1.5 Assurance

Deloitte, the Group's auditor, has been engaged to provide assurance over selected information in this Sustainability Report for the year ended 30 June 2026, in accordance with the Australian Standard on Sustainability Assurance (ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001*), as follows:

- **Reasonable assurance** has been obtained over total (gross) Scope 1 and total Scope 2 (location-based) greenhouse gas emissions
- **Limited assurance** has been obtained over the Group's governance disclosures (AASB S2 paragraph 6), specified strategy disclosures (AASB S2 subparagraphs 9(a), 10(a) and 10(b)), total (net) Scope 1 and total (net) Scope 2 (market-based) greenhouse gas emissions, and (net) operational emissions intensity (AASB S2 subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)).

In addition, **limited assurance** has been obtained over the Group's voluntarily disclosed selected Scope 3 greenhouse gas emissions through a separate assurance engagement.

Information in this report that is **not** identified above has not been subject to assurance. The specific subject matter, criteria and conclusions are set out in Deloitte's Independent Limited and Reasonable Assurance Report on Page 144.

1.6 Subsequent events

No matter or circumstance, other than those referred to elsewhere in this report, has occurred subsequent to the reporting period that materially affects, or is expected to materially affect, the climate-related disclosures contained in this report. Accordingly, no adjustments or additional disclosures have been made in respect of events occurring after the reporting period.

2. About Aurizon

Aurizon is Australia's largest rail-based transport business and the nation's leading rail freight operator, supporting the efficient movement of essential commodities to domestic and global markets.

This footprint positions rail as a critical enabler of lower-emissions freight within the national transport sector. Modal shift from road to rail therefore represents a near-term, system-wide decarbonisation opportunity, particularly across long haul interstate corridors, where existing rail infrastructure and rollingstock can deliver immediate emissions abatement.

At the same time, the scale and remote nature of Australia's freight task presents structural challenges for further decarbonisation, including the availability of energy supply and charging infrastructure required to support electrification of heavy-haul rail operations across regional corridors.

These factors underpin the climate-related risks and opportunities identified in this report, including CRR1 — Decarbonisation and net zero, CRR5 — Barriers to competitive modal shift, and CRO2 — Low-carbon transition. These risks and opportunities provide important context for understanding Aurizon's role in the broader transition of the Australian transport sector.

2.1 Aurizon's value chain

Aurizon's value chain (Figure 1) delivers long-term value by meeting customer needs through its:

- **Scale and infrastructure:** Aurizon operates a fleet of approximately 600 active locomotives and 14,000 active wagons, and manages more than 5,000 kilometres of rail infrastructure, enabling high-volume, long-distance freight operations across major transport corridors.
- **Diverse freight portfolio:** Each year, Aurizon transports approximately 250 million tonnes of bulk commodities, including coal, iron ore and agricultural products and around 200,000 Twenty-foot Equivalent Units (TEU) containers.
- **Integrated supply chain capabilities:** Aurizon's operations span rail, road and port logistics, providing end-to-end logistics solutions enhancing reliability and reducing operational complexity for customers.
- **Exposure to domestic and global demand:** Aurizon is well-positioned to respond to long-term demand trends across infrastructure development, energy generation and storage, and agricultural and consumer markets. Its containerised freight services also support domestic trade and consumption.
- **Partnerships and economic contribution:** Aurizon connects miners, primary producers and industries to domestic and international markets. Its operations contribute to regional economic development and support Australia's broader export supply chains.

Value chain considerations — Aurizon's operations

Aurizon's value chain is structured across its Above Rail and Below Rail operations. The Above Rail component includes the Coal, Bulk (excluding BCN) and Other business segments, while the Below Rail component comprises the CQCN and BCN. Underpinning Aurizon's Above Rail and Below Rail operations is integrated Asset Management, Maintenance & Renewals supporting the safe, reliable and efficient operation of the Group's rollingstock, mobile equipment and rail infrastructure.

Coal

The Coal business provides a critical service to Australia's export coal industry. Demand is predominately linked to Asian steel production and energy generation. Aurizon has the largest rail fleet in Australia and is the only operator servicing all nine coal export ports on Australia's east coast. During FY2026, the Coal business hauled 192 million tonnes of coal predominantly bound for export markets.

Bulk

The Bulk business delivers full supply chain solutions, including haulage, terminal storage and handling, and stevedoring for commodities, such as iron ore, bauxite/alumina, copper, grain, and containerised freight services between Adelaide and Darwin. During FY2026, the Bulk business hauled 58.6 million tonnes of product across its operations.

The Bulk business also operates approximately 2,460 km of Below Rail infrastructure across South Australia and the Northern Territory. This includes the BCN which comprises the Tarcoola–Darwin Railway, operated under a long-term government concession expiring in 2054, as well as related South Australian intrastate rail networks held under long-dated lease arrangements extending into the mid-2040s. These assets are subject to regulated third-party access regimes overseen by relevant state regulators.

Network

Network is the operator and economic owner through a long-term lease of the CQCN, a critical piece of Below Rail infrastructure supporting about 90% of Australian steelmaking coal export volume. The CQCN connects over 40 mines to five export terminals, as well as to domestic customers across 2,670 km of multi-user track. In FY2026, 212.5 million tonnes of coal was hauled across the CQCN, with around 70% comprising steelmaking coal (with the remaining 30% being thermal coal used in electricity generation)[1]. Approximately half of all global seaborne export steelmaking coal is transported across the CQCN[2].

Other

This segment includes Containerised Freight, as outlined in the Group's consolidated financial statements. The Containerised Freight business provides rail line haul services for customers in the interstate freight market, in addition to imported freight through landbridging via the Port of Darwin. It transports essential goods, including retail and supermarket products, refrigerated freight, machinery and equipment, supporting national supply chains and connectivity across metropolitan and regional Australia.

Value chain considerations — third-party infrastructure

The Group's value chain extends beyond assets it owns and operates to include third-party infrastructure such as external rail networks, ports, and export terminals that enable end-to-end freight movements across the supply chains in which it operates for customers. The Group has considered this in its identification of material climate-related risks, opportunities and sustainability matters.

1 Wood Mackenzie Coal Supply Data (2026 Q2), AZJ analysis.
2 International Energy Agency (IEA), Australian Bureau of Statistics, AZJ analysis.

FIGURE 1 — AURIZON'S VALUE CHAIN

3. Governance

Throughout FY2026, our Board and its committees have overseen the refinement of our governance framework to support disciplined execution, transparent reporting and proactive management of both emerging and enduring risks. Building on the progress outlined in prior years, we have further integrated climate-related considerations into enterprise risk management and governance processes to support informed decision making. As Aurizon grows and adapts to a changing economic and policy landscape, we seek to ensure our governance approach provides the clarity, accountability and resilience needed to support safe operations, sustainable investment and responsible growth.

3.1 Board and Board committees

Our Board provides oversight and strategic direction for sustainability and has ultimate responsibility for Aurizon's management of climate-related risks and opportunities. The Board has adopted a suite of charters and key corporate governance documents setting out the policies and procedures guiding the business in pursuing its objectives.

The Board approves Aurizon's ERMFA and monitors management's performance against these settings, including whether the business operates within the Board's risk appetite. Oversight is supported by the Audit, Governance & Risk Management Committee (AGRMC) and Safety, Health & Environment Committee (SHEC), as part of the Group's risk framework and broader corporate strategy and planning.

A range of sustainability-related topics are discussed at Board meetings and Board committee meetings, including the climate-related risks and opportunities identified on Page 118 of the report.

During FY2026, the Board:

- reviewed and provided guidance on the Sustainability Report, including the approval of the FY2025 Sustainability Report
- oversaw progress of the Climate Strategy and Action Plan (CSAP)
- reviewed a range of enterprise and SHE risks, including environmental and climate-related risks and opportunities
- reviewed the scenarios under our Strategy in Uncertainty (SIU)[3] framework, as well as developing plans and initiatives to position the organisation to mitigate risks and take advantage of opportunities.

The AGRMC reviews governance policies, frameworks and compliance, including climate-related risks and opportunities. In FY2026, AGRMC met on six occasions and received regular updates from management to support its oversight of climate-related risks, opportunities and other climate-related matters. Updates on CSAP, including planned FY2026 activities, were provided to the Board.

SHEC oversees safety, health and environmental performance and reviews environmental strategy and commitments for Board approval. In FY2026, SHEC met on four occasions.

Both committees operate under charters that define their climate or environmental related responsibilities. Climate-related risks and opportunities are reported to the Board through scheduled meetings, with detailed updates provided at least annually, and more frequently where required, through the Board's review and approval of the Sustainability Report, CSAP and enterprise risk reviews.

Through this governance structure, the Board and its committees consider a wide range of social, environmental and economic risks within our strategic planning (Figure 2).

Management is responsible for the execution of climate-related strategies and risk management activities, with oversight and challenge provided through the governance structure, including Board committees and ultimately the Board.

3.2 Board skills and experience

The Board maintains a diverse mix of skills to support effective governance. Sustainability, including experience in climate-exposed industries, transition strategies and emerging technologies or sources of energy, is one of the key skills considered in Board composition. Skills are assessed annually by the Board through our Board skills matrix, with gaps addressed through targeted professional development, use of external expertise where appropriate, and/or Board succession planning and recruitment. The Board considers the character, experience, education and skill set, as well as interests and associations of potential candidates for appointment to the Board.

3 Aurizon's Strategy in Uncertainty (SIU) framework is an internally applied strategic planning and decision-making approach Aurizon uses to navigate material uncertainty in long-term demand, commodities, regulation, decarbonisation pathways and capital investment timing. As part of the SIU framework, Aurizon undertakes scenario analysis to enable the business to evaluate capital, fleet and haulage opportunities, and importantly, sustainability in the context of climate change risks and opportunities.

Climate statements
(continued)

3.3 Management governance

The Board and its committees delegate the management of climate-related risks and opportunities to the following management-level committees:

- Executive Committee
- CSAP Committee.

The Executive Committee meets monthly and manages operational climate-related risks and opportunities, oversees the delivery of mitigation initiatives and ensures material matters are escalated to the appropriate governance body.

The CSAP Committee oversees the implementation of the CSAP, integrating its objectives into core business activities and monitoring progress against decarbonisation targets. The Committee provides cross-functional guidance, reviews the CSAP Roadmap and facilitates stakeholder engagement. The CSAP Roadmap serves as the primary implementation mechanism for the CSAP, is reviewed and recommended by the CSAP Committee, approved by the Executive Committee, and provides the framework through which strategic actions are escalated to the relevant Group Executive and/or Committee. The CSAP Committee meets quarterly and includes senior leaders and CSAP pillar champions.

Oversight over these committees is exercised through established governance pathways to the Board and its committees, supported by regular performance and strategy reviews and escalation pathways for material climate-related matters. These arrangements ensure the Board is appropriately informed of climate-related activities across the business and can discharge its governance responsibilities for climate-related risks and opportunities.

Management oversight of climate-related risks and opportunities is supported by controls and procedures within Aurizon's broader governance framework, including enterprise risk management, strategic and capital planning, internal reporting and sustainability performance monitoring. These processes operate across the relevant internal functions and are subject to executive review and Board oversight.

FIGURE 2 — AURIZON'S GOVERNANCE STRUCTURE

BOARD

The Board has ultimate accountability for the oversight of climate-related risks and opportunities and provides strategic direction for sustainability matters. It approves the ERMFA, monitors management's performance against risk appetite, and oversees progress against climate-related strategy, targets and disclosures.

BOARD COMMITTEES

AGRMC

Reviews and monitors climate-related risks and opportunities, including their identification, assessment and escalation, and oversees governance frameworks, policies and compliance.

SHEC

Oversees safety, health and environmental performance and reviews environmental strategy and commitments for Board approval.

MANAGEMENT GOVERNANCE

EXECUTIVE COMMITTEE

Oversees the implementation of climate strategy, including delivery of the CSAP and management of climate-related risks and opportunities, and ensures material risks and issues are escalated through established governance pathways.

CSAP COMMITTEE

Coordinates the implementation of the CSAP and integration of climate goals into core business activities, monitors progress against decarbonisation targets and escalates material climate-related matters from this process to the Executive Committee and AGRMC.

3.4 Embedding sustainability into decision making

The Board oversees the integration of climate-related risks and opportunities into Aurizon's strategy, major decisions and risk management processes through established governance and decision-making frameworks. Aurizon's ERMFA guides decision-making for material risks, including climate-related risk. Climate risks are assessed under the same criteria as other enterprise risks, and any risks rated above appetite are escalated to the Board for review and approval. This ensures climate considerations are incorporated into mitigation planning and strategic prioritisation.

Climate-related risks and opportunities form part of Aurizon's strategic and operational decision making through the Board's oversight of strategic planning, investment decisions, and scenario analysis. The Board oversees the application of climate-related scenario analysis under the SIU framework, which informs decisions on asset resilience, fleet strategy, and capital allocation. Decisions on major investments and transactions are governed by the Aurizon Investment Standard and Revenue Contract Approval Standard, which allow for consideration of long-term sustainability, climate-related risks, alternative technologies, and regulatory developments, alongside other commercial and risk factors as part of the overall assessment. Where considered, these factors may inform strategic choices, capital deployment and ongoing risk management processes.

During FY2026, no specific trade-offs between climate-related risks and opportunities were identified or required as part of major investment or transaction decisions, noting that climate considerations may be addressed as part of broader decision-making processes.

In addition to climate-specific capital investment, Aurizon also incurs operational costs in relation to broader capital and maintenance activities where climate considerations are integrated into standard asset design, maintenance, and resilience planning processes, alongside other operational and commercial factors.

3.5 Managing sustainability performance through targets and monitoring

Aurizon has established climate-related targets with the overarching objective of decarbonising its operations and achieving net-zero operational GHGs by 2050[4]. Interim emissions-intensity targets are used to track and manage progress towards this objective and do not have a standalone objective. The targets are:

- net-zero operational emissions (Scope 1 and Scope 2) by 2050 target
- (net) operational emissions intensity (OEI) reduction target of 10% by 2030[5].

The Board is responsible for the overall leadership of Aurizon's climate-related commitments, including approving climate-related targets and overseeing progress against them. Aurizon's climate-related targets were set in FY2021, and progress is monitored through updates provided to the Board at least every six months. These updates include information on emissions performance, key initiatives supporting the targets, and any material changes in the operating or regulatory environment that may affect the achievement of these targets.

If changes to existing targets, or the introduction of new climate-related targets are required, management will bring forward proposed updates for the Board's consideration. The Board will then review and approve any updates to ensure targets remain aligned with Aurizon's strategy, risk appetite and long-term resilience.

3.6 Remuneration framework

In FY2026, the Short Term Incentive Award (STIA) component of Aurizon's Remuneration Framework included climate-related consideration for remuneration outcomes of Executive Key Management Personnel (KMP) and other Group Executives with accountability for climate-related matters. The 2022 Long Term Incentive Award (LTIA), which was subject to testing in FY2026, did not include climate-related consideration for remuneration outcomes. Further detail on Aurizon's Remuneration Frameworks is set out in the Remuneration Report on Page 29.

Remuneration awarded under the individual component of the STIA is based on performance against individual deliverables aligned to key strategic levers. At the start of the performance year, the Board determines the MD & CEO's individual deliverables and relevant deliverables are cascaded to the Executive Committee and throughout the organisation.

In FY2026, the individual deliverables of the MD & CEO and certain Group Executives included climate-related considerations for progress against the CSAP. Up to 7 April 2026, this deliverable sat with the CFO & Group Executive Strategy, then accountability transferred to the Group Executive Enterprise Services as part of a change in executive portfolio responsibilities, with the deliverable following the team responsible for its execution.

In FY2026, progress against the CSAP was recognised under a broader deliverable that is weighted 20% of the individual component of the STIA, which represents 30% of the total STIA. This broader deliverable, that is weighted 20%, represented approximately 3.6% of the total remuneration for FY2026 for the MD & CEO and 2.3% for the CFO & Group Executive Strategy (reflecting the period from 1 July 2025 to 6 April 2026, during which this deliverable sat with that role).

At the end of the performance year, the People & Remuneration Committee assesses the performance of, and determines the STIA outcome for, the MD & CEO and retains discretion to determine the final outcomes. The People & Remuneration Committee also considers and approves the STIA outcomes of the Executive KMP and other Group Executives based on the recommendation of the MD & CEO.

4. Risk management

Aurizon views risk management as a value-adding process supporting sustainable performance for shareholders, customers, employees and the broader community.

Aurizon manages climate-related risk through its ERMFA which is aligned with ISO 31000 and applied consistently across the business.

Aurizon reassesses climate-related risks and opportunities when significant events or changes in business operations arise (e.g. acquisitions), informed by the outputs of the SIU framework and scenario analysis, shifts in policy, market dynamics, technology development and physical climate impacts. Aurizon made no material changes to its processes for assessing climate-related risks and opportunities during the reporting period.

4.1 Climate-related risks

Climate-related risks are identified and assessed through risk assessments utilising the ERMFA, risk-management procedures and templates. This results in a consistent and integrated approach to assessing risk throughout the business, including safety, environmental, operational, market and strategic risks, and ensures comprehensive, proportionate and effective risk management.

Risks are assessed based on the potential magnitude of their consequence and the likelihood of that consequence occurring. Under the ERMFA, assessments use structured qualitative likelihood scales and defined consequence criteria. Likelihood is evaluated using historical data, forward-looking analysis and external trend indicators. Magnitude of impact is assessed using financial and non-financial consequence thresholds, supported by qualitative judgement where appropriate. Risks are prioritised based on the combined assessment of consequence and likelihood.

Aurizon draws on scenario analysis outputs, internal and external climate datasets, regulatory and policy developments, and cross-functional subject-matter expertise to identify climate-related risks. To strengthen risk identification, Aurizon draws on insights from a range of climate-related activities undertaken in the ordinary course of business, including periodic consideration of climate risks and opportunities relevant to operations, transition pathways and emissions reduction initiatives, as well as learnings from prior sustainability and climate-related reporting.

4 Alongside these organisational targets, the Aurizon National Transport Facility is subject to an annual emissions target required by law under the Safeguard Mechanism. The target is represented by a production-adjusted baseline set by the Clean Energy Regulator. Further information is provided in Table 9.

5 From a 2022 baseline of tonnes of carbon dioxide per net tonne kilometre.

Climate statements
(continued)

Scenario analysis is a core component of Aurizon's climate-risk assessment and resilience planning. Transition risks are assessed through the SIU framework, using two internally developed scenarios for FY2026: Rapid Decarbonisation, aligned with a global pathway consistent with limiting warming to 1.5°C, and Current Economics, reflecting delayed policy action and global warming of approximately 2.5°C or higher. These scenarios are informed by, and benchmarked against, reputable external reference scenarios, including the International Energy Agency's World Energy Outlook and Wood Mackenzie market scenarios. Physical-climate risks were assessed for the CQCN in FY2026 and the BCN in FY2025 using the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) Shared Socioeconomic Pathways (SSP1-2.6 and SSP3-7.0). The analysis considered acute and chronic physical hazards over medium- and long-term horizons and informed assessment of asset resilience and strategic and operational planning.

Climate-related risks are prioritised alongside other enterprise-level risks through the ERMFA, with risk appetite determined through the risk assessment process and management review. Risks exceeding Board-approved appetite trigger enhanced oversight and escalation to Board committees.

Monitoring of climate-related risks and opportunities occurs through enterprise wide and operational processes. Quarterly reviews by management and Board committees assess changes in risk exposure, track progress of mitigation activities and determine whether updates to the enterprise risk profile are required. Operational monitoring systems, including real-time weather forecasting and alerts, network track temperature monitoring in the CQCN and severe weather protocols support early detection and management of physical climate impacts.

4.2 Climate-related opportunities

Climate-related opportunities are identified and evaluated through the same integrated risk and strategic planning processes as climate-related risks.

Climate-related scenario analysis undertaken through the SIU framework is used to assess long-term market dynamics relevant to growth in future facing commodities, including copper, nickel, lithium, and other critical minerals. This enables the business to recognise opportunities emerging from decarbonisation and demand for low-carbon supply chain solutions. Opportunities are assessed for strategic alignment, return on investment, capacity to support emissions reduction and long-term value creation.

Materiality

Aurizon assesses information as material where its inclusion would reasonably be expected by primary users, or where its omission, misstatement, or obscuration could reasonably influence decisions made by primary users of Aurizon's general purpose financial reports. In assessing materiality, the Group considers both the nature and magnitude of climate-related risks and opportunities, as well as their potential effect on Aurizon's prospects.

To determine which climate-related risks and opportunities are material for disclosure in this Sustainability Report, management applied Aurizon's ERMFA and undertook a structured materiality assessment. This included assessing:

- risks and opportunities of importance to primary users of the general purpose financial reports
- the significance of those risks and opportunities to Aurizon, including their potential effect on Aurizon's prospects.

Items assessed as significant to both primary users and Aurizon were identified as material and disclosed in this Sustainability Report, while non-material items were excluded to maintain clarity and focus.

5. Strategy

5.1 Climate Strategy and Action Plan

In FY2021, we published our CSAP, which outlines Aurizon's position on climate change. The CSAP is underpinned by long-term strategies and associated actions to mitigate climate-related risk and take advantage of climate-related opportunities, including a target of net-zero operational emissions by 2050[6].

Additional detail on these targets is provided in Section 6.2 of this report.

While our business is exposed to transition and physical risks, the CSAP also recognises Aurizon is well positioned to benefit from climate-related opportunities. The CSAP sets out Aurizon's climate-related transition plan, describing how the business intends to respond to these risks and opportunities over time, considering the long life of Aurizon's assets and the evolving nature of decarbonisation technologies, energy markets and policy frameworks.

The CSAP is built on three key pillars:

1. Manage risk and build resilience, including continuing to develop scenario analysis to consider physical and transition risks over short-, medium- and long-term time horizons.
2. Deliver decarbonisation, including the establishment of the $50 million Future Fleet Fund (to be dispensed over 10 years), establishing partnerships and forums for customer and industry collaboration and continuing advocacy for rail's significant role in the transition to a low-carbon economy.
3. Create carbon abatement opportunities, including increasing the proportion of carbon-neutral energy in our energy mix, and investigating opportunities to invest in and/or generate carbon offsets with environmental and social co-benefits.

6 ESG-related aspirations and targets described in this document are discussed in detail in the risk section of the Directors' Report from Page 18, as well as in Aurizon's Climate Strategy and Action Plan, available at https://www.aurizon.com.au/sustainability/environment. These documents describe the important assumptions that underpin these aspirations and targets, as well as applicable risks to their achievement (which are further described on Page 138 of this document).

Achievement of Aurizon's target of net-zero operational emissions by 2050, is dependent on a number of key assumptions and external factors that influence the pace, feasibility and cost of transition. Key assumptions underpinning Aurizon's transition pathway include:

- continued advancement and commercialisation of lower-emissions rail and energy technologies, including battery, hybrid and alternative fuel solutions suitable for heavy haul rail operations
- ongoing access to renewable electricity supply, including through power purchase arrangements and increased decarbonisation of grid electricity over time
- availability of credible carbon-offset options to address residual or hard-to-abate operational emissions
- low-emissions rail technologies become commercially and operationally viable in line with Aurizon's fleet renewal cycles, recognising the long life of existing assets.

Key dependencies affecting delivery of the transition plan include:

- supportive and stable policy and regulatory frameworks, including energy and emissions policies that recognise the role of rail in economy-wide decarbonisation
- continued collaboration with customers, suppliers and industry partners to progress technology trials, supply-chain readiness and shared decarbonisation outcomes
- access to affordable capital and financing conditions that enable investment in decarbonisation initiatives over the long term
- development of energy and supporting infrastructure, including electricity and transmission networks, to support increased electrification and renewable-energy integration
- alignment of stakeholder expectations including those of customers, investors and regulators, with Aurizon's phased transition and cost-effective approach to decarbonising long-life rail assets.

Aurizon continues to monitor these assumptions and dependencies and may adjust its transition planning as market conditions, technology maturity and policy settings evolve.

5.2 Climate-related risks and opportunities

Climate change poses broad, systemic risks to Aurizon's value chain, industry and the global economy. Transition risks driven by shifts in policy, law, markets, technology and pricing necessary to achieve the transition to a low-carbon economy will affect the demand for the commodities Aurizon hauls.

Acute and chronic physical risks, such as extreme weather, can disrupt supply chains for the commodities hauled, while long-term climate trends, e.g. rising summer temperatures, may lead to operational constraints, including heat-related track speed restrictions.

Aurizon recognises climate change presents both risks and opportunities likely to influence its strategic direction, operational resilience and long-term value creation. Understanding and responding to these factors is essential to maintaining Aurizon's role in Australia's freight and logistics networks, particularly during the transition to a low-carbon economy.

Climate-related risks and opportunities have implications across Aurizon's entire value chain, from rail operations through to port logistics and customer engagement. Transition risks, such as changes in regulation and market dynamics, may influence the demand for commodities and require adjustments in operating model, investment priorities and utilisation of long-life assets. Physical risks, including extreme weather events, can affect network reliability, asset integrity and supply chain continuity, requiring resilience measures and infrastructure adaptation. Opportunities also arise through innovation and partnerships supporting low-carbon transport solutions, modal shift from road to rail, improved energy efficiency and enhanced customer service aligned with decarbonisation goals. By mapping these risks and opportunities to core activities, climate considerations are considered in strategic planning, operational decision making and engagement with customers and stakeholders. This integrated approach strengthens the ability to manage risks, capture opportunities and maintain long-term value creation across the business.

Aurizon resources the activities described in Sections 5.1, 5.2 and 6.2 through a combination of capital and operating expenditure, balance sheet capacity, partnerships, governance arrangements, internal capability and cross-functional collaboration. Capital deployed during FY2026 is disclosed in Section 6.5, with further resourcing inputs described in the mitigations set out below, the targets and monitoring framework in Section 6.2, and the governance arrangements in Section 3.

Time horizons

The identification and assessment of our climate-related risks and opportunities was carried out across time horizons aligned with Aurizon's strategic planning cycle.

TIME HORIZON AND PLANNING LINKAGE

SHORT TERM **0 – 4 years**	› Short term strategic priorities › STIA & LTIA remuneration targets › Annual corporate plan & budgeting process
MEDIUM TERM **>4 – 10 years**	› Term of regulatory undertaking for the CQCN › Alignment with longest customer contracts across above rail operations › Asset planning horizons › Weighted average senior debt maturity tenor
LONG TERM **> 10 years (up to 2050)**	› Asset life cycles for rollingstock, facilities and track infrastructure › Lease terms for the CQCN (expires 2109) and BCN (expires 2054) › Transition planning

Climate statements
(continued)

The Group has identified the following climate-related risks and opportunities:

CLIMATE RISKS

- CRR1 **Decarbonisation and net zero**
- CRR2 **Australian coal demand**
- CRR3 **Australian coal supply**
- CRR4 **Capital and funding**
- CRR5 **Barriers to competitive modal shift**
- CRR6 **Climate change resilience and adaptation**

CLIMATE OPPORTUNITIES

- CR01 **Access to new markets**
- CR02 **Low-carbon transition**

Figure 3 outlines the climate-related risks and opportunities reasonably likely to impact future prospects, highlighting their alignment with Aurizon's value chain. To support these visuals, Tables 3 and 4 offer detailed insights into each identified risk and opportunity, including drivers, potential business and financial impacts, and Aurizon's planned or ongoing mitigations.

FIGURE 3: AURIZON'S CLIMATE-RELATED RISKS AND OPPORTUNITIES LINKED TO VALUE CHAIN

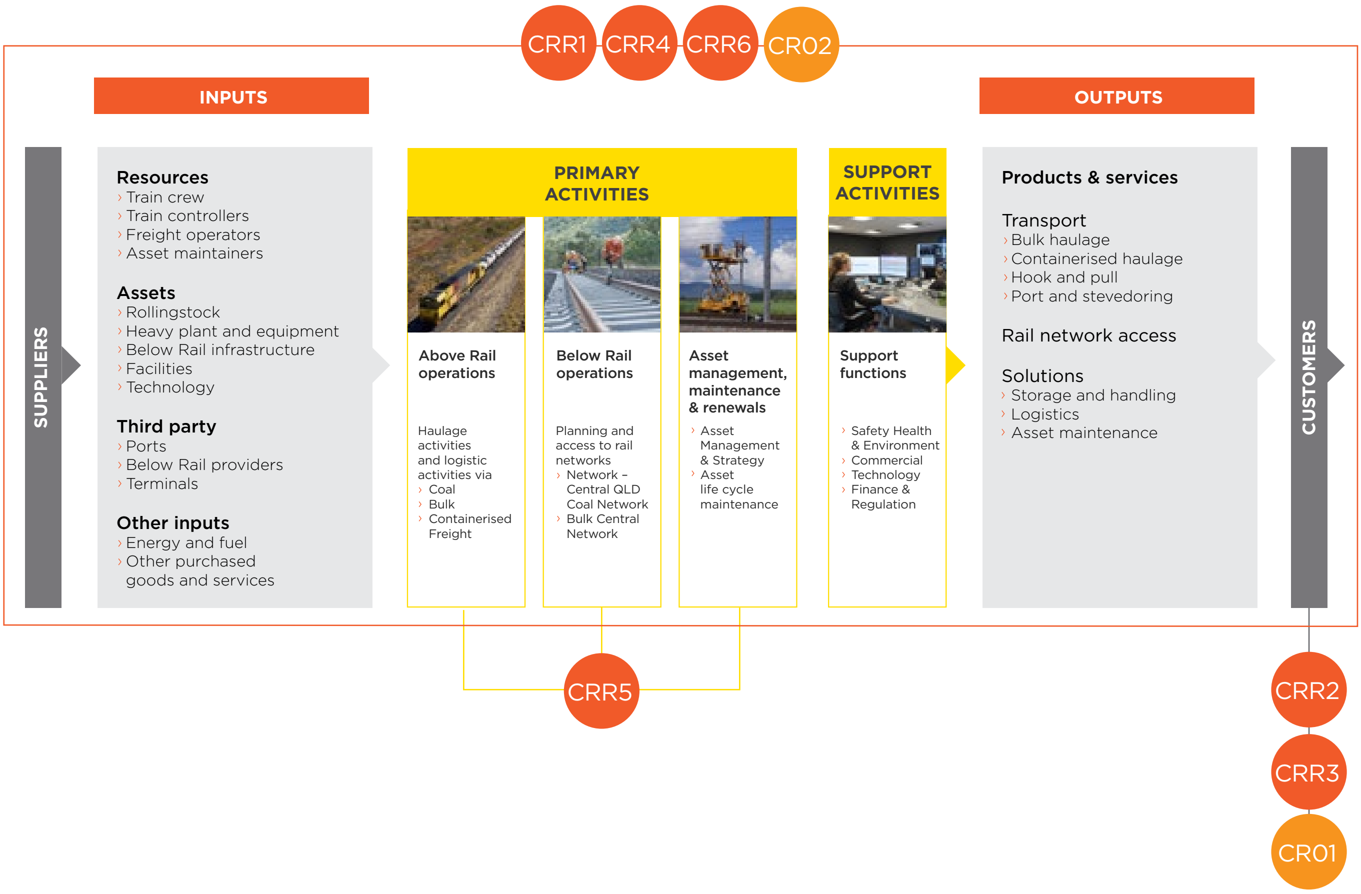


TABLE 3 — CLIMATE-RELATED RISKS

CRR1 Decarbonisation and net zero: challenges in transitioning to lower-emissions operations

Aurizon is exposed to commercial and operational risk in delivering on its decarbonisation and net zero ambitions, including fleet transition and the adoption of lower-carbon energy sources across its operations. The transition is complex, capital-intensive and dependent on external factors, which may impact the Group's ability to meet climate-related targets and stakeholder expectations.

RISK CATEGORY
Transition Risk

TIME HORIZON
SHORT | MEDIUM | LONG

Drivers and impacts on the business model and value chain

Technology maturity and availability: Limited availability of commercially viable low-emissions locomotive technologies (including renewable diesel and biofuels) may slow Aurizon's fleet transition.

Infrastructure gaps: Insufficient charging, refuelling and renewable-energy infrastructure, especially in regional areas, may delay the rollout of lower-emissions technologies and constrain where new fleet types may operate.

Electrical infrastructure pricing: Electric rail operations rely on regulated network pricing, which incorporates fixed infrastructure costs and material third-party electricity supply costs that can increase over time. In contrast, diesel fuel is sourced through commodity markets without equivalent regulatory overlays. Where a choice between electric or diesel fleet exists, it may result in the lower-emissions electric fleet becoming more expensive than the diesel equivalent.

Regulatory uncertainty: Uncertainty regarding incentives or policy support for renewable diesel and biofuels, combined with a complex and resource-intensive regulatory approval process for new rail technologies, may affect the economic viability of transition pathways.

Energy supply constraints: Variability in the cost, availability and reliability of renewable diesel, biofuels and renewable electricity may elevate operating costs and disrupt planning for fleet conversion.

Overall, impact is concentrated in diesel fleet operations **across the enterprise**, with higher sensitivity in Above Rail activities.

Financial Statements line items likely to be affected

The table below identifies the line items in the Financial Statements that may be impacted by this risk:

INCOME STATEMENT	BALANCE SHEET	CASH FLOWS
Expenses › Energy and fuel › Consumables › Depreciation and amortisation	Assets › Inventories › Property, plant and equipment Liabilities › Provisions	Cash flows from operating activities › Payments to suppliers and employees Cash flows from investing activities › Payments for property, plant and equipment

Current financial effects

Future Fleet Fund expenditure: FY2026 spend was $10 million across operational and capital expenditure. This includes investment in low-emissions technology trials and supporting infrastructure. Grant funding of $4 million was received in FY2026, partially offsetting these costs.

Carbon-compliance costs: Aurizon surrendered 84,454 ACCUs in FY2026 at a cost of $3 million, to satisfy prior year obligations under the Safeguard Mechanism. ACCU inventory of 340,791 units, valued at approximately A$37 per ACCU was held at 30 June 2026. Aurizon is estimated to surrender 85,361 ACCUs (subject to validation by the CER) at an estimated cost of approximately $3 million, to satisfy current year obligations under the Safeguard Mechanism.

Anticipated financial effects

Short term

Aurizon incorporates carbon compliance costs into financial planning by applying projected carbon price trajectories in operating and capital planning, and factoring carbon costs into asset level and business growth decisions where material.

Forward purchase agreements are in place to acquire an additional 145,000 ACCUs to support future Safeguard Mechanism compliance obligations at a price of $6 million for progressive delivery over the period 1 July 2026 to 15 February 2028.

The current ACCU inventory balance of 340,791 units, combined with forward purchase agreements for 145,000 ACCUs, is expected to fully cover the Group's forecast carbon liability through to FY28, with a residual balance available to partially offset FY29 requirements. Any further ACCU requirements will be managed through the Group's hedging strategy, which involves progressively securing future supply via forward purchase agreements.

Provided there are no material changes to the Safeguard Mechanism following the CER scheduled FY2027 review, carbon compliance costs are expected to increase due to declining baselines and higher forecast ACCU prices. The Group's internal carbon prices used over planning horizons are described in Section 6.6.

The Future Fleet Fund will continue to be utilised to support the development and trial of low-emissions locomotive technologies. As at 30 June 2026, $23 million remains available for future deployment and is expected to be progressively invested through technology development, prototype testing and supporting infrastructure projects over the short term.

Medium to long term

Access to drop-in low-emissions fuels, such as biofuels, may begin to reduce reliance on ACCUs. While these fuels are technically proven, deployment at scale is dependent on domestic supply availability, fuel quality standards, infrastructure readiness, regulation, government policy and commercial viability, introducing uncertainty in the timing and magnitude of capital expenditure or compliance costs.

Adaptation and mitigation efforts

Future Fleet Fund: Investing in the development and trial of low-emissions locomotives through the $50 million Future Fleet Fund, including prototype battery-electric and hybrid traction solutions.

Fuel efficiency initiatives: Optimising the existing diesel fleet through fuel-efficiency programs, including the targeted rollout of Automatic Engine Stop Start technology to reduce idle-related fuel consumption and emissions and collaboration with suppliers.

Renewable electricity procurement: Increasing the proportion of renewable electricity used through long-term power purchase agreements, reducing market-based Scope 2 emissions.

Government and regulator engagement: Engaging on emissions mechanisms, electrical infrastructure pricing, rail production variables, accounting standards, and fuel quality standards, including advocacy through the Freight on Rail Group (FORG) to support policy settings for rail decarbonisation and equitable access to funding and regulatory frameworks for low-emission technologies.

Climate statements
(continued)

Decarbonisation and net zero profile

Our Future Fleet Strategy

Aurizon remains committed to the Future Fleet Strategy, which is currently focused on prototyping two end-state solutions capable of providing low-emission rail solutions for our customers. This includes the future deployment of a Battery Electric Locomotive (BEL) by developing, building and trialling a prototype, and supported on longer journeys through the development, building and trialling of prototypes of range-extending Battery Electric Tender (BET). Progress on these projects follows.

Battery Electric Locomotive

The detailed design review of the 4.1 MWh BEL is concluding, and fabrication and assembly of the locomotive are underway.

Battery Electric Tender

The detailed design of the BET locomotive modifications, the container and charging infrastructure is underway. Despite considerable engineering complexity to allow the locomotive to switch from electric to diesel power, the project is moving ahead as planned. Our trial program is expected to begin in H2 FY2027.

Renewable energy integration

Our Energy Supply Agreement (ESA) with Queensland's clean energy retailer CleanCo Queensland, includes renewable electricity sourced from the Western Downs Green Power Hub (solar), Kaban Green Power Hub (wind) and the Dulacca Renewable Energy Project. These projects generate Large-scale Generation Certificates (LGCs), with a component allocated to be voluntarily retired to reduce our Scope 2 GHG emissions. Under our ESA, about 25% of Aurizon Network demand is fixed as a renewable block, linked to renewable energy generation from these three projects. In FY2025, 51,478 LGCs were voluntarily surrendered through our ESA. Our voluntary surrenders increased to 53,621 LGCs in FY2026.

Biodiversity pilot project

In early FY2025, Aurizon completed native tree planting associated with a carbon and biodiversity pilot project in Queensland, which will establish native vegetation on a 118-hectare property south of Mackay, Queensland. The project is expected to generate about 1,300 ACCUs annually.

WORK PROGRESSES ON AUSTRALIAN-FIRST BATTERY ELECTRIC LOCOMOTIVE

The BEL is a collaboration between Aurizon and Progress Rail involving conversion of an existing diesel-powered 4000 Class locomotive into a 4.1 MWh battery-powered locomotive. The BEL will be capable of an approximate 250 km range and be suitable for harsh operating conditions experienced across Aurizon's national footprint. Aurizon has entered into an agreement with customer South 32 to trial the BEL at its Worsley Alumina operations in south-west Western Australia.

Aurizon rails alumina from the South 32 refinery at Collie to Bunbury Port for export. Construction on the prototype is anticipated to be completed by early 2027, followed by on-track trials with South 32 in the second half of 2027. The BEL project is further supported by a $1 million grant from the Western Australian Government Carbon Innovation Grant Program, which will help fund the installation of charging infrastructure. The trial of the BEL prototype into regular revenue services for South 32 is an important stage in Aurizon's fleet decarbonisation strategy. If successful, it will potentially enable operational expansion deployed corridor by corridor, and be matched to the fleet strategy, the availability of infrastructure and customer needs.

The BEL project also offers potential advantages above its primary purpose of reducing transport-related emissions. Retrofitting Aurizon's existing fleet also provides a more affordable and possibly faster process towards decarbonisation than an off-the-shelf solution.

Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government, inspects work underway on Aurizon's Battery Electric Locomotive alongside George Lippiatt, Group Executive, Aurizon Bulk and Containerised Freight.

TABLE 3 — CLIMATE-RELATED RISKS (CONTINUED)

CRR2 Australian coal demand: potential sustained decline in demand for coal haulage

Demand for Australian metallurgical (steelmaking) and thermal coal is influenced by global energy and economic conditions, industrial transition, regulatory environment, and evolving production technologies. These changes may impact haulage volumes, revenue generated and asset utilisation.

RISK CATEGORY
Transition Risk

TIME HORIZON
MEDIUM › LONG

Drivers and impacts on the business model and value chain

Shifts in global and regional energy policy: Changes in energy policy or regulation across key export markets may reduce demand for coal haulage.

Technology evolution: The development and uptake of lower-carbon steelmaking methods over the long term (particularly in Asia), may gradually reduce demand for steelmaking coal, impacting Australian export and Aurizon haulage volumes.

Economic development and infrastructure: Global construction and infrastructure investment influences steel demand, which in turn affects steelmaking coal haulage. Periods of slower economic growth or reduced project pipelines can reduce export volumes. Thermal coal demand may also fluctuate with energy affordability and security concerns, affecting haulage plans, network utilisation and the distribution of assets across Aurizon's coal supply chains.

These impacts are concentrated in the Coal and Network business units. Thermal coal represents approximately one-third of Network volumes, while steelmaking coal represents approximately two-thirds. Within the Coal business unit, thermal and steelmaking coal each account for approximately half of haulage volumes. There is overlap in customers across the two business units on the CQCN and export demand is highly concentrated in Asian markets.

Financial Statements line items likely to be affected

The table below identifies the line items in the Financial Statements that may be impacted by this risk:

INCOME STATEMENT	BALANCE SHEET	CASH FLOWS
Revenue	Assets	Cash flows from operating activities
› Revenue from operations	› Property, plant and equipment	› Receipts from customers
Expenses		
› Depreciation and amortisation		
› Impairment of non-current assets		

Current financial effects

No material financial impacts were identified in the current reporting period that were directly attributable to this risk.

Anticipated financial effects

Aurizon undertakes scenario analysis including projections for Australian coal export volumes. In two of the SIU scenarios (Current Economics and Rapid Decarbonisation) total Australian coal export volumes in 2036 range from an 11% increase to a 68% decrease, and in 2050 range from a 3% increase to an 80% decrease compared with 2024. The lower volume scenario is driven by the complete cessation of Australian thermal coal export volumes from 2035, an outcome that would have been established and planned years prior to the target date.

Medium term

› Aurizon's exposure is primarily related to potential changes in thermal coal demand reducing revenue generated from coal haulage. This could also lead to lower utilisation of coal dedicated rollingstock. The financial impact would depend on the timing, scale, and regional concentration of volume changes, as well as Aurizon's ability to:
  - redeploy rollingstock to alternative commodities or corridors
  - manage operating and maintenance costs in response to changes in utilisation.

Long term

› Potential changes to steelmaking and thermal coal demand could affect the Group's revenue, asset utilisation and cash flows. A sustained decline in demand could result in:
  - structurally lower coal haulage volumes and reduced coal related revenue
  - prolonged underutilisation of coal dedicated rollingstock and Network infrastructure.

The timing and magnitude of financial impacts remain subject to a high degree of uncertainty and will depend on global decarbonisation pathways, technology adoption rates, economic conditions and the competitiveness of Australian coal supply.

Adaptation and mitigation efforts

Contractual and regulatory protections: Multi-year haulage contracts and the CQCN regulatory framework provide revenue stability during periods of demand variability. The regulatory framework includes independent oversight of Aurizon Network's pricing and access arrangements by the Queensland Competition Authority (QCA).

Scenario analysis: Stress-testing of fleet capacity, capital deployment and corridor-level coal demand to assess potential long-term impacts under multiple global energy and industrial transition scenarios.

Strategy: Growing earnings through the expansion of Bulk and Containerised Freight services.

Operational flexibility: Redeploying assets to non-coal markets to reduce risk of asset stranding.

Climate statements
(continued)

TABLE 3 — CLIMATE-RELATED RISKS (CONTINUED)

CRR3 Australian coal supply: potential constraints on Australian coal supply

The continued supply of Australian coal is dependent on availability of coal resources, project development, global competitiveness of production, regulatory settings and trade or infrastructure constraints affecting supply chains. These changes may impact haulage volumes, revenue generated and asset utilisation.

RISK CATEGORY
Transition Risk

TIME HORIZON
MEDIUM › LONG

Drivers and impacts on the business model and value chain

Global competitiveness: The competitiveness of Australian coal relative to other exporting regions may influence the volume and consistency of coal hauled across Aurizon's supply chains.

Production and project pipeline: Coal supply is driven by the output of existing mines and the progression of new projects. Regulatory delays, financing constraints or changing market conditions may slow or prevent development of new mines or expansion of current mines, reducing supply.

Domestic policy and regulation: Domestic climate and environmental policies, including mine-approval processes, land-use restrictions, royalty and fiscal settings, and emissions-related compliance requirements, can shape the investment environment for coal producers. Stricter regulatory settings or extended approval timeframes may constrain new project development, bring forward end-of-life decisions, and/or cease expansion opportunities for existing operations.

Trade and infrastructure constraints: Export supply can be affected by port capacity, supply-chain bottlenecks and broader trade dynamics due to climate change. Disruptions at ports, shifts in trade relationships or infrastructure constraints may limit the flow of coal to export markets.

These impacts are concentrated in the Coal and Network business units and where there is an overlap in customers across the two business units on the CQCN.

Financial Statements line items likely to be affected

The table below identifies the line items in the Financial Statements that may be impacted by this risk:

INCOME STATEMENT	BALANCE SHEET	CASH FLOWS
Revenue › Revenue from operations Expenses › Depreciation and amortisation › Impairment of non-current assets	Assets › Property, plant and equipment	Cash flows from operating activities › Receipts from customers

Current financial effects

No material financial impacts were identified in the current reporting period that were directly attributable to this risk.

Consistent with the methodology used in FY2025, the cash flow forecast used to assess the recoverability of the NSW Coal CGU was based on current expected mine life projections, with no new greenfield mine developments assumed.

Anticipated financial effects

Multiple scenarios have been modelled, resulting in a broad range of outcomes. In an internal scenario where immediate changes to policy restricts Australian coal supply to growth from existing operations and near-term opportunities, total Australian coal export volumes may reduce by 10% by 2036 and halve by 2050 compared with 2024.

Medium term

- Changes in coal supply dynamics could affect Aurizon's revenue and cash flows through potential reductions in haulage volumes. This may also result in declining utilisation of coal dedicated rollingstock. The financial impact would depend on the timing, scale, and regional concentration of volume changes, as well as Aurizon's ability to:
  - redeploy rollingstock to alternative commodities or corridors
  - manage operating and maintenance costs in response to changes in utilisation.

Long term

- Sustained reduction in Australian coal supply could have a more pronounced impact on Aurizon's revenues and asset utilisation.

The timing and magnitude of financial impacts remain subject to a high degree of uncertainty and depend on global decarbonisation pathways, domestic policy and regulatory settings, and coal producer responses.

Adaptation and mitigation efforts

Contractual and regulatory protections: Multi-year haulage contracts and CQCN regulatory framework provide revenue stability during periods of supply variability. The regulatory framework includes independent oversight of Aurizon Network's pricing and access arrangements by the QCA.

Scenario analysis: Used to assess potential impacts of different coal-supply pathways on Aurizon's fleet capacity, capital investment, and asset utilisation, supporting long-term planning and decision making.

Strategy: Growing earnings through the expansion of Bulk and Containerised Freight services.

Operational flexibility: Redeploying assets to non-coal markets to reduce risk of asset stranding.

TABLE 3 — CLIMATE-RELATED RISKS (CONTINUED)

CRR4 Capital and funding: potential constraints on access to capital and funding

Access to capital, funding and insurance may be constrained by climate-related policy shifts, investor sentiment and regulatory environment, potentially impacting our ability to deliver strategic programs and maintain financial resilience.

RISK CATEGORY
Transition Risk

TIME HORIZON
MEDIUM | LONG

Drivers and impacts on the business model and value chain

Insurance: The global insurance and reinsurance market for carbon-intensive sectors may narrow, if this occurs, Aurizon's ability to obtain cover on commercially acceptable terms may be constrained.

Investor preference/mandates: Shifts in investor mandates toward low-emissions portfolios may reduce the pool of capital available to companies with exposure to coal and create less demand for Aurizon-issued debt or equity.

Debt pricing: Some lenders may apply a higher risk premium to companies with exposure to coal supply chains or to those perceived as having uncertain emissions-reduction pathways. Higher funding costs may influence Aurizon's capital-allocation decisions, the timing of refinancing activities and the relative attractiveness of different investment opportunities.

Transition execution: If stakeholders view the pace of decarbonisation as misaligned with commitments or expectations, it could damage reputation, investor confidence and access to competitively priced capital.

Overall, impacts are experienced **across the enterprise**, reflecting group-wide reliance on external capital and insurance markets. Aurizon maintains separate debt financing facilities for Aurizon Operations (Coal, Bulk and Other) and Aurizon Network (Network), reflecting the distinct regulatory, risk and cash flow profiles of each business.

Financial Statements line items likely to be affected

The table below identifies the line items in the Financial Statements that may be impacted by this risk:

INCOME STATEMENT	BALANCE SHEET	CASH FLOWS
Expenses › Consumables › Finance expenses	Liabilities › Borrowings	Cash flows from operating activities › Payments to suppliers and employees Cash flows from financing activities › Proceeds from borrowings › Repayment of borrowings › Payments of transaction costs related to borrowings › Interest paid

Current financial effects

No material financial impacts were identified in the current reporting period that were directly attributable to this risk.

Anticipated financial effects

Medium term

- Potential financial impacts include:
  - higher average debt margins arising from increased lender risk pricing or a reduced pool of traditional lenders (for example, every increase of ten basis points in Aurizon's average debt margin would increase annual interest expense by approximately $5 million, assuming current debt levels)
  - greater reliance on diversified capital markets or concessional and sustainability linked funding arrangements to meet funding requirements
  - increased insurance premiums, coverage exclusions, or changes in terms.

Long term

- Climate-related capital and funding risks could have more structural effects on Aurizon's financing capacity and long-term cash flows including:
  - sustained increases in its cost of capital
  - reduced access to certain funding markets
  - heightened risk of valuation pressure on carbon exposed business units.

Aurizon is unable to reliably quantify the impacts, as they depend on third-party investor and stakeholder behaviour influenced by macroeconomic, market and policy factors that cannot be isolated or attributed to Aurizon with sufficient certainty.

Adaptation and mitigation efforts

CSAP delivery: Progressing climate-transition initiatives under the CSAP to demonstrate credible long-term transition planning to insurers, lenders, investors, and rating agencies.

Capital market diversification and tenor extension: Accessing a broad range of capital markets, diversifying funding sources and maturities, and extending average debt tenors.

Conservative approach to balance sheet management: Balance sheet prudently managed to meet thresholds of strong investment grade credit ratings (BBB+ / Baa1) reducing the risk around ability to access capital markets during periods of heightened volatility.

Regulatory framework (Aurizon Network): The CQCN is subject to an economic regulatory framework that is intended to provide Network with the opportunity to recover prudent and efficient costs of providing access services, including the cost of capital (reflecting debt and equity funding costs) through QCA-approved pricing and revenue mechanisms. As at 30 June 2026, approximately 70% of Aurizon's debt was held by Network.

Captive insurance and reinsurance market engagement: Utilising Aurizon's wholly owned captive insurance company in the placement of our Industrial Special Risks and General Liability insurance policies, and maintaining re-insurance relationships to support risk transfer and capital efficiency.

Growing non-coal earnings: Through the expansion of Bulk and Containerised Freight services.

Climate statements
(continued)

TABLE 3 — CLIMATE-RELATED RISKS (CONTINUED)

CRR5 **Barriers to competitive modal shift:** barriers to rail competitiveness relative to road transportation growing Bulk and Containerised Freight haulage

Aurizon operates in an environment where rail freight is subject to the Safeguard Mechanism, rail access charges, and decarbonisation-related compliance costs, while competing road freight is not subject to equivalent emissions obligations. This regulatory asymmetry creates a cost disadvantage for rail despite its lower emissions intensity. In addition, certain third-party rail corridors are less resilient than comparable road networks and experience more frequent disruptions due to weather-related events. Together, these factors may reduce Aurizon's ability to compete for and capture freight volumes that could otherwise transition from road to rail, limiting future growth opportunities, and constraining its contribution to national decarbonisation goals.

RISK CATEGORY
Transition Risk

TIME HORIZON
SHORT › MEDIUM › LONG

Drivers and impacts on the business model and value chain

Safeguard Mechanism cost imbalance: Aurizon operates under the Safeguard Mechanism incurring compliance costs, while most road freight operators do not face an equivalent regulatory burden. This asymmetry increases the effective cost of rail haulage and weakens the commercial incentive for customers to shift freight from road to lower-emissions rail.

Rail network resilience: Rail networks have experienced increasing frequency and duration of outages in recent years, particularly due to weather. Lower reliability or prolonged disruptions may discourage prospective customers from transitioning freight from road to rail and reduce Aurizon's ability to capture future modal-shift opportunities.

These impacts are concentrated in the Bulk and Containerised Freight businesses and the BCN, where road transport is a direct competitor.

Financial Statements line items likely to be affected

The table below identifies the line items in the Financial Statements that may be impacted by this risk:

INCOME STATEMENT	BALANCE SHEET	CASH FLOWS
Revenue › Revenue from operations Expenses › Consumables	–	Cash flows from operating activities › Receipts from customers › Payments to suppliers and employees

Current financial effects

No material financial impacts were identified in the current reporting period that were directly attributable to this risk.

Anticipated financial effects

Short to medium term

Financial effects arise primarily through constrained revenue growth and operating margins if regulatory asymmetry persists or prospective growth customers perceive rail to be less reliable than road transport.

Long term

Sustained regulatory asymmetry and infrastructure resilience challenges could have more structural financial implications for Aurizon's growth profile, capital allocation and asset utilisation. Aurizon may face:

- increased long-term compliance costs
- reduced ability to compete for freight volumes that could otherwise transition from road to rail.

Aurizon is unable to reliably quantify these impacts, as they depend on future regulatory settings, customer modal-shift decisions and pricing dynamics across competing transport modes, and resilience investment decisions by third-party infrastructure providers that influence relative network reliability. These variables are shaped by policy, market and weather-related factors that cannot be attributed to Aurizon with sufficient certainty.

Adaptation and mitigation efforts

Aurizon undertakes a range of initiatives to manage competitive disadvantages including:

Policy advocacy and government engagement: Advocating for equitable treatment of rail under the Safeguard Mechanism, the introduction of modal shift targets, enhanced resilience of the rail network, and reforms to access pricing and infrastructure funding settings to recognise rail's lower-emissions profile. In FY2026 the Federal Government announced a $55 million program to incentivise more freight to move via rail and domestic shipping (more fuel-efficient modes of transport), along with an additional $1.75 billion to improve productivity, resilience and reliability of Australia's rail freight network, taking total funding under the *Network Investment Program* to nearly $2.8 billion.

Carbon-credit strategy: Implemented an ACCU hedging strategy.

Decarbonisation technology and innovation: Progressing pilots under the Australian Government's Cleaner Fuels Program, undertaking technology trials and pursuing targeted emissions-reduction projects to enhance rail's emissions intensity advantage over road.

Transitional support and incentives: Seeking transitional policy measures or credits for rail operators under the Safeguard Mechanism to reflect the limited near-term availability of low-emissions options for heavy-haul rail and to moderate compliance costs during the transition period.

BHP COPPER SOUTH AUSTRALIA — DELIVERING EMISSIONS REDUCTIONS THROUGH MODAL SHIFT

Aurizon's logistics partnership with BHP Copper South Australia illustrates this dynamic. While the conversion from road to rail removes approximately 13 million kilometres of annual truck movements and delivers a net national emissions benefit, the resulting rail emissions fall within Aurizon's Safeguard Mechanism reporting boundary. This shifts previously uncaptured road emissions into Aurizon's compliance obligation, increasing costs despite the system-wide decarbonisation outcome.

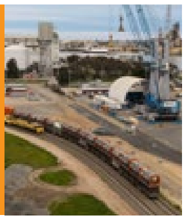


TABLE 3 — CLIMATE-RELATED RISKS (CONTINUED)

CRR6 Climate change resilience and adaptation: exposure to increasing physical climate risks impacting operations

Maintaining a large physical footprint exposes Aurizon to risks caused by the increasing severity and prolonged nature of extreme weather events, such as flooding, bushfires, heatwaves and cyclones, which may result in operational disruption, asset damage, reduced volumes from customers and potentially adverse impacts to earnings, cash flows and overall financial performance.

RISK CATEGORY
Physical risk: acute and chronic

TIME HORIZON
MEDIUM LONG

Drivers and impacts on the business model and value chain

Acute physical risks: Extreme rainfall, cyclone driven flooding, bushfires and storm events may cause washouts, access constraints, asset damage, reducing throughput and increasing operating and maintenance costs.

Chronic physical risks: Increasing temperatures and heat stress may result in more frequent temporary speed restrictions, rail buckling risks, higher maintenance requirements and workforce exposure constraints.

These impacts are experienced **across the enterprise**, particularly in severe rainfall and cyclone-affected regions (including inland-penetrating cyclone rainfall effects), remote corridors exposed to rising temperatures (including high-heat regions such as north of Alice Springs, where heat-stress days may comprise most of the year by 2050). Exposure is elevated in ancillary assets (including access roads, culverts and track corridors), which are typically more vulnerable than mainline infrastructure and can constrain network access.

Financial Statements line items likely to be affected

The table below identifies the line items in the Financial Statements that may be impacted by this risk:

INCOME STATEMENT	BALANCE SHEET	CASH FLOWS
Revenue › Revenue from operations Expenses › Employee benefits expense › Consumables › Depreciation and amortisation › Impairment of non-current assets	Assets › Property, plant and equipment	Cash flows from operating activities › Receipts from customers › Payments to suppliers and employees Cash flows from investing activities › Payments for property, plant and equipment

Current financial effects

The aggregate impact of weather events in FY2026 is not considered material to the Group's financial performance for the reporting period, with reduced volume throughput from weather-related service cancellations representing less than 1% of Group revenue.

During FY2026 the Group experienced several weather-related disruptions which resulted in service cancellations including:

- Queensland: Ex-tropical cyclone Koji (January 2026), ex-tropical cyclone Narelle (March 2026) and flooding events on the third-party operated Mt Isa line.
- East-West Corridor: Rainfall flooding events on the third-party operated corridor.
- Western Australia: Ex-tropical cyclone Narelle and other natural events including bushfires.
- Northern Territory: Ex-tropical cyclone Narelle.

These weather events resulted in excess of 200 service cancellations (approximately 3 million tonnes / 2,200 Twenty-foot Equivalent Units (TEUs)).

In March 2026, the Moura coal system suffered significant damage following heavy rainfall and localised flash flooding. Flood rectification costs are estimated to be approximately $4.5m and have now been completed. The Access Undertaking (UT5) provides for Network to recover the incremental maintenance and repair costs incurred following significant, unexpected incidents (like severe floods or cyclones). In Q1 FY2027, Network intends to make a Review Event flood claim submission to the QCA for approval. The submission will include an amendment to FY2027 Moura coal system reference tariffs seeking recovery of Network's incremental maintenance and repair costs.

Capital expenditure of approximately $22 million was spent on resilience-related expenditure, including BCN resilience capital expenditure and on the CQCN 18 culvert renewals designed to a Q50 flood immunity standard in accordance with Aurizon's Asset Maintenance and Renewal Policy. While much of this expenditure formed part of the Group's normal asset renewal and capital program, climate resilience considerations influenced the design standards and scope of the works.

Anticipated financial effects

Translating these impacts into useful financial information is subject to significant variability as the relationships between acute and chronic physical hazards, potential areas of exposure and operational impact, the effectiveness of mitigation measures and regulatory recovery outcomes is not linear. Accordingly, the measurement uncertainty is so high that Aurizon is unable to reliably quantify the anticipated financial impacts at this stage.

Medium to long term

- Event-driven impacts: from increased number of days impacted by hot weather and rain events including cyclones.
- Revenue impacts: reduced volume throughput due to more frequent service cancellations and temporary speed restrictions.
- Operating costs: increased monitoring, additional crews, altered shift patterns, more frequent repairs, higher resourcing needs during weather events.
- Financial variability: heightened cost variability and reactive spend.

Adaptation and mitigation efforts

Aurizon continues to mitigate this risk through:

- **Monitoring systems:** Investing in monitoring systems, data capture upgrades, weather/flow sensors, and decision support systems.
- **Resilience upgrades:** Targeted resilience upgrades in high-risk sections (heat exposed inland areas, rainfall hotspots, coastal nodes).
- **Workforce preparedness:** Workforce planning for safe operations under increasing heat stress (larger teams, altered work patterns, increased hydration/break regimes).
- **Maintenance capability:** Enhancing maintenance capability for more frequent concurrent hazards.
- **Government engagement:** Engaging with government and industry on co-investment opportunities to strengthen network resilience, including the Federal Government's $1.75 billion commitment to improve the productivity, resilience and reliability of Australia's rail freight network.

Climate statements
(continued)

TABLE 4 — CLIMATE-RELATED OPPORTUNITIES

CR01 **Access to new markets:** growth in demand associated with the global transition to clean energy technologies

Aurizon has an opportunity to increase bulk movements of critical minerals and other raw materials used in renewable energy, electrification, energy storage and transmission infrastructure, as well as containerised freight volumes associated with the manufacture, import and distribution of transition-enabling technologies. These opportunities may allow Aurizon to retain and grow demand in key freight markets.

TIME HORIZON

SHORT › MEDIUM › LONG

Enablers and impacts on the business model and value chain

Decarbonisation: Global decarbonisation policies and investment in low-carbon energy systems are increasing demand for commodities such as copper, magnetite, nickel, lithium and rare earth elements. As new mines and processing facilities are developed, Aurizon's Bulk business is positioned to capture haulage growth. This may support longer-term fleet utilisation, create opportunities for end-to-end supply chain services, and drive increased demand for integrated rail-port logistics solutions.

Geopolitical and trade dynamics: Shifts in global trade patterns and supply-chain diversification, including moves to secure reliable sources of energy transition minerals, may strengthen export demand from Australia. These changes can create new rail haulage opportunities. Growing demand for resilient domestic supply chains may also increase the attractiveness of rail for long-distance freight, supporting volume growth in Bulk and Containerised Freight services.

Regional development: New and expanding mineral provinces in Central and Western Australia are expected to increase demand for rail-based transport solutions. Development of these corridors may provide Aurizon with growth opportunities including integration of Below Rail and Above Rail capabilities and establish multi-commodity service lines. Over time, increased activity in these regions may broaden Aurizon's customer portfolio.

The impact of these opportunities is concentrated within Bulk and Containerised Freight services, and are linked to emerging critical mineral supply chains. Exposure is strongest in key geographic corridors (including Central and Western Australia, where critical mineral resources exist), across commodity classes such as copper, magnetite, nickel, lithium and rare earth elements, and in rail and port infrastructure where capacity expansion or government-supported investment enables access to emerging export markets.

Financial Statements line items likely to be affected

The table below identifies the line items in the Financial Statements that may be impacted by this opportunity:

INCOME STATEMENT	BALANCE SHEET	CASH FLOWS
Revenue › Revenue from operations Expenses › Energy and fuel › Track access › Consumables › Depreciation and amortisation	Assets › Property, plant and equipment	Cash flows from operating activities › Receipts from customers › Payments to suppliers and employees Cash flows from investing activities › Payments for property, plant and equipment

Current financial effects

During the reporting period, Aurizon commenced a logistics solution for BHP's Copper South Australia province, transporting mine inputs and outputs that support the global transition to clean energy technologies. This contract has contributed to increased utilisation of existing rail assets and supported revenue growth in FY2026. Aurizon has incurred capital expenditure, including investment in terminal infrastructure.

Anticipated financial effects

Short term

Financial effects from access to new markets are emerging through incremental revenue growth and improved asset utilisation in selected corridors. Customer onboarding in these corridors is being supported by targeted capital deployment, including fleet expansion, terminal upgrades and enabling infrastructure. Increased carbon compliance costs associated with increased rail activity is also being incurred under the Safeguard Mechanism.

Medium to long term

Growth of demand for critical minerals may drive:

- increased bulk haulage and containerised freight volumes and revenue
- targeted capital investment to support customer onboarding
- improved utilisation of rollingstock and below rail infrastructure across key corridors.

Due to uncertainty, the financial effects cannot be reliably quantified as they are driven by factors outside Aurizon's control, including the pace of global decarbonisation, third-party investment in critical mineral developments and emerging export market dynamics.

Our strategic response

Aurizon is pursuing growth opportunities linked to the global transition to low-carbon energy systems through:

- **Market engagement:** Deepening relationships with current and prospective critical mineral producers to understand potential mine outputs and secure long-term haulage agreements.
- **Supply chain development:** Leveraging existing rail and port-adjacent assets to develop integrated logistics solutions.
- **Government advocacy:** Supporting policy settings and infrastructure investment that enable development of, and rail access to, critical mineral provinces.

TABLE 4 — CLIMATE-RELATED OPPORTUNITIES (CONTINUED)

CR02 Low-carbon transition: opportunities to enhance competitiveness in a low-carbon economy

Aurizon has an opportunity to enhance its competitive position in a low-carbon economy by providing lower-emissions rail solutions that support customer decarbonisation strategies, enable modal shift from higher-emissions transport modes, and respond to evolving market requirements. These transition-related initiatives may allow Aurizon to retain and grow demand in key corridors, differentiate its service offering, and maintain long-term relevance as supply chains decarbonise.

TIME HORIZON

MEDIUM › LONG

Enablers and impacts on the business model and value chain

Modal shift from road to rail: Rail's significantly lower emissions intensity compared to road creates opportunities for Aurizon to capture freight growth as customers seek to decarbonise logistics. This may increase demand for rail based transport solutions, supporting higher utilisation of existing fleet.

Development of low-emission rail services: Progress in low-emissions locomotive technologies, including battery-electric prototypes and the use of biofuels or other drop-in alternatives may provide Aurizon with opportunities to reduce emissions and enhance service offerings for customers seeking lower-carbon supply chains.

Renewable energy procurement and integration: Renewable energy supply agreements, including Aurizon's arrangements with CleanCo Queensland, to reduce Scope 2 emissions.

Government policy and incentives: Supportive policy settings, including incentives for low-carbon fuels, concessional finance and government-backed clean energy initiatives, may accelerate Aurizon's pathway to lower-emissions operations. Access to funding partnerships and co-investment opportunities can reduce the cost of commercialising new technologies, support early-stage trials and improve the feasibility of rollingstock and infrastructure upgrades.

The impact of these opportunities is anticipated to be experienced **across the enterprise** and span both Above Rail and Below Rail operations, including the diesel fleet, electrified corridors and energy-intensive facilities and infrastructure. Exposure is influenced by access to renewable energy supply (including arrangements such as CleanCo Queensland) and the pace of grid decarbonisation.

Financial Statements line items likely to be affected

The table below identifies the line items in the Financial Statements that may be impacted by this opportunity:

INCOME STATEMENT	BALANCE SHEET	CASH FLOWS
Revenue	Assets	Cash flows from operating activities
› Revenue from operations	› Property, plant and equipment	› Receipts from customers
Expenses		› Payments to suppliers and employees
› Energy and fuel		Cash flows from investing activities
› Track access		› Payments for property, plant and equipment
› Consumables		
› Depreciation and amortisation		

Current financial effects

The aggregate impact of activities associated with this opportunity is not considered material to the Group's financial performance for the reporting period. Direct financial impacts included:

- Energy procurement costs: Costs incurred in procuring renewable energy and additional LGC certificates for voluntary surrender.
- Compliance and transition costs: Incremental compliance and transition costs associated with BEL/BET development.

Anticipated financial effects

Medium to long term

The low-carbon transition has the potential to deliver more structural financial benefits to Aurizon's cost base, asset values and revenue profile. These benefits may include lower medium to long-term carbon costs, enhanced asset values through improved utilisation and extended economic life of lower-emissions rollingstock and infrastructure, and revenue growth from differentiated low-carbon rail services as supply chains decarbonise.

Aurizon is unable to reliably quantify the anticipated financial effects, as they depend on customer modal shift, the commercialisation of low-emissions rail and energy technologies, and government policy settings; factors outside Aurizon's control.

Our strategic response

Aurizon is progressing a range of initiatives including:

- **Customer contracts:** Securing long-term agreements that enable large-scale road-to-rail conversion to deliver lower-carbon logistics solutions, such as the BHP Copper South Australia contract.
- **Infrastructure investments:** Solar panels installed at certain operational depots to reduce emissions.
- **Energy supply agreements:** Partnering with CleanCo Queensland for renewable energy and retiring voluntary LGCs to reduce Scope 2 emissions.
- **Innovations and technologies:** Exploring biofuels, battery-electric locomotives, and digital optimisation to reduce emissions. This includes using the $50 million Future Fleet Fund to prototype early-stage low-emissions technology to inform future transition pathways.
- **Industry collaboration:** Advocating for rail's role in low-carbon fuels and technologies to unlock funding pathways and accelerate innovation in clean energy solutions.

Climate statements
(continued)

5.3 Climate-related scenario analysis and resilience

Aurizon uses scenario analysis to evaluate market drivers, capital, fleet, haulage opportunities, and climate-related risks and resilience. The climate-related scenario analysis presented in this section was carried out during the FY2026 reporting period as part of the Group's FY2026 strategic planning and Corporate Plan process. Consistent timeframes are applied, with short term defined as up to 4 years; medium term as above 4 to 10 years; and long term as more than 10 years to 2050. The application of climate-related scenario analysis involves a high degree of judgement and inherent uncertainty, including assumptions about future policy settings, technology development, market behaviour and climate outcomes, and therefore represents indicative insights rather than forecasts.

Transition scenario analysis is undertaken within the Group's SIU framework, which has been in place since 2016, and forms part of the Group's enterprise strategic planning processes. The FY2025 Sustainability Report, presented six SIU volume scenarios for the Coal business unit and four scenarios for the Bulk business unit. To meet the requirements of the *Corporations Act 2001 (Cth)* and AASB S2, which require the use of multiple climate-related scenarios (including at least one scenario limited to a 1.5°C pathway and one well exceeding 2°C), management has incorporated two of the FY2025 SIU scenarios, Rapid Decarbonisation and Current Economics, into the FY2026 Sustainability Report.

These two scenarios represent a divergent range of the Group's strategy and business model, having regard to its exposure to coal-related demand and long-life rail infrastructure. The assumptions underpinning the Current Economics scenario inform the useful life assessments of the Group's long-lived infrastructure assets.

Scenario analysis has focused on those risks and opportunities most sensitive to changes in climate pathways and where differences in scenarios are expected to have the most impact on the Group's long-term strategy and financial performance.

SCENARIO	LOW WARMING SCENARIO	HIGH WARMING SCENARIO
Transition climate scenarios	**Rapid Decarbonisation:** Reflects a global pathway consistent with limiting warming to 1.5°C and includes: › Early and ambitious climate action rapidly shifts the energy system toward efficiency, clean electrification and low-emissions fuels, making fossil fuels increasingly redundant. › Strong policy, global cooperation and large-scale investment enable renewables, hydrogen, bioenergy, and carbon capture to dominate the energy mix, stabilising temperatures and guiding the world back toward a 1.5°C pathway by 2100.	**Current Economics:** Assumes delayed climate policy action, resulting in global temperature increases of 2.5°C or higher and includes: › Energy demand continues to rise as population growth and industrialisation outpace the deployment of clean technologies, with renewables expanding but largely adding to supply rather than displacing oil, gas and coal — whose use remains supported by policy inertia, rising petrochemicals and aviation demand, and ongoing investment in Liquefied Natural Gas (LNG) and fossil fuel infrastructure. › Electricity becomes the dominant driver of demand growth, yet slow progress on low-emissions fuels, uneven efficiency gains and persistent grid and investment bottlenecks result in emissions remaining elevated for longer and declining more gradually than under rapid decarbonisation pathways, steering global temperatures toward approximately 2.5°C or higher by 2100.
Physical climate scenarios	**IPCC SSP1-2.6:** Represents the most practical best-case scenario for physical risk. It aligns with the Paris Agreement target of <2°C warming and is deemed a conservative choice for a physical risk assessment of a 1.5°C world. While SSP1-1.9 offers lower warming, it was excluded due to unavailability of publicly accessible climate data.	**IPCC SSP3-7.0:** Represents a credible high emissions stress test. This scenario reflects a pathway of limited climate action and longer-term fossil fuel reliance, leading to a projected warming of approximately 2°C by 2050 and a range of 2.8 – 4.6°C by 2100.

Transition scenario analysis

Detail regarding the assumptions applied to coal and bulk commodity demand is provided below.

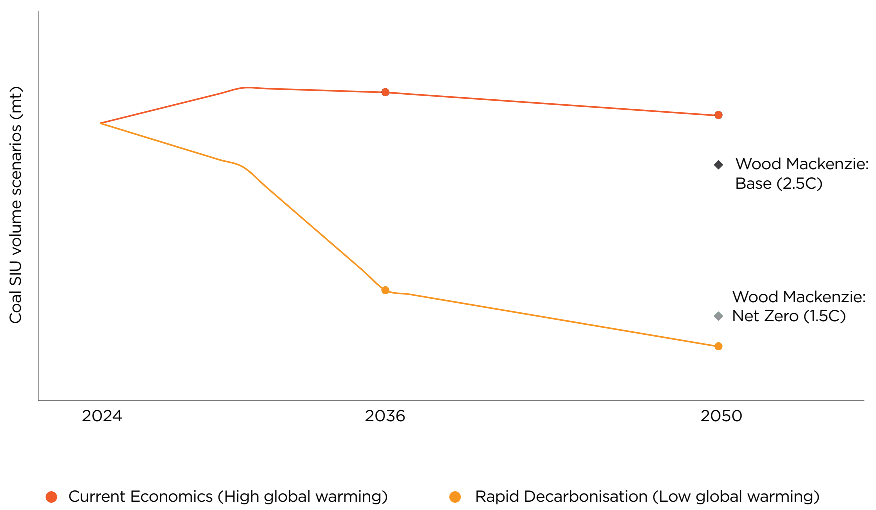
Containerised Freight impacts have not been modelled under the two climate scenarios due to the business' current scale within the Group.

Coal scenario analysis

SCENARIO	RAPID DECARBONISATION (LOW WARMING)	CURRENT ECONOMICS (HIGH WARMING)
Coal macro-trends and assumptions	**Steelmaking coal** › Government-led policy initiatives accelerate adoption of low-emissions steelmaking technologies, with hydrogen-based technology methods accounting for around 50% of global crude steel production by 2050. Electric Smelting Furnace (ESF) technology development plays a leading role as it reduces reliance on scrap and high-grade iron ore feed. **Thermal coal** › Government-led policy initiatives result in staggered retirement of global coal-fired electricity capacity, with closures prioritised from oldest to newest plants. This trajectory results in complete closure of coal-fired power generation by 2034. Shutdowns initially impact older facilities in Europe, with comparatively younger plants in Asia affected later in the forecast period. › Coal's share of global electricity generation reduces from 38% in 2024 to zero by 2035.	**Steelmaking coal** › The steelmaking coal dependent Blast Furnace-Basic Oxygen Furnace (BF-BOF) share of crude steel production remains the dominant method of steel production in Asia. › Structural constraints in key markets causes increasing reliance on imports. India faces sustained shortfall of domestic coking coal, resulting in reliance on seaborne imports for >80% of requirements. In China, declining domestic reserves and rising costs associated with deeper underground mining increases dependence on seaborne supply. **Thermal coal** › Existing global coal-fired power plants maintain typical economic life and new capacity limited to those currently under construction. › Thermal coal demand continues to be dominated by Asia, which accounted for 90% of global import volume (2024). › Global coal generation share of electricity generation reduces from 38% in 2024 to 7% by 2050.

Aurizon has considered and compared the published Wood Mackenzie climate scenarios: Base (2.5°C) and Net Zero (1.5°C)[7] (as shown in Figure 4). As can be seen, our scenarios projected volumes that vary from Wood Mackenzie's primarily due to Aurizon's view on Australia's share of seaborne coal supply as well as on macro-economic outcomes, import reliance and energy mix expectations in coal importing countries. However, within the context of global coal consumption representing around 45%[8] of emissions from fuel combustion globally and within that, there is 8.5 billion tonnes of coal production, of which Australian coal export volumes represent 4%[9], the difference between the SIU and Wood Mackenzie scenarios are considered negligible in the context of determining the impact on the temperature change.

FIGURE 4 — AUSTRALIAN COAL EXPORT VOLUME PROJECTIONS BY CLIMATE SCENARIO



7 Wood Mackenzie Metallurgical and Thermal Coal Energy Transition Outlook 2025.
8 International Energy Agency (Greenhouse Gas Emissions from Energy Data Explorer, 2023).
9 International Energy Agency Coal Information (July 2025).

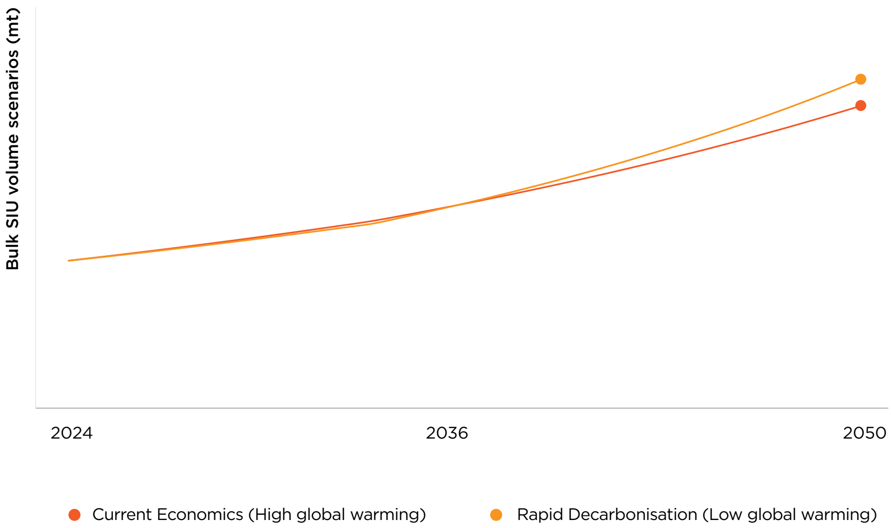
Climate statements
(continued)

Bulk scenario analysis

SCENARIO	RAPID DECARBONISATION (LOW WARMING)	CURRENT ECONOMICS (HIGH WARMING)
Bulk macro-trends and assumptions	› Accelerated implementation of climate change policies by government. › Demand for low-carbon steel drive magnetite projects to be prioritised and developed, given higher quality (iron content and lower impurities). › Strong investment in commercial battery storage in addition to electric vehicles and renewable energy infrastructure drive increased demand for battery minerals and base metals.	› China continues to rely on Australian iron ore exports. › Australia maintains strong cost competitiveness across commodities. › Global population growth and limited arable land support increased demand for fertilisers.

- Given the diversity of commodities spread across Australia, the respective Australian market share of global supply and the exposure from an Aurizon perspective, Bulk long-term projections are modelled at a mine project level. The Bulk SIU framework assesses mine projects at or beyond prefeasibility stage in existing corridors and considers transportation mode and Aurizon's participation.
- Both Bulk scenarios project growth outcomes, with Rapid Decarbonisation providing upside to the Current Economics case. Where decarbonisation is accelerated, the clean energy technology required in this transition increases demand for commodities such as iron ore (magnetite), copper, nickel, lithium, cobalt, graphite and rare earth elements.
- External scenario analysis supports long-term demand growth for energy-transition commodities, and resilience opportunities for Australian agriculture both under high and low warming pathways.
  - Under the IEA Stated Policies Scenario (2.5°C), global demand for critical commodities increases materially to 2050, led by lithium (almost fivefold), graphite (doubles), rare earth elements (+95%), nickel (+88%) and cobalt (+77%) also grows strongly; under the Net Zero Emissions scenario (1.5°C), demand accelerates further, with lithium rising nearly eightfold, graphite more than doubles, rare earth elements, nickel and cobalt increasing by around 120–130%, and copper grows by over 50%[10].
  - For iron ore, Wood Mackenzie's Net Zero scenario (1.5°C) projects that despite an overall decline in global iron ore demand, the accelerated decarbonisation of the steel industry will increase demand for high-grade iron ore products (including magnetite), projected to double against its Base scenario (2.5°C) by 2050[11]. Australia is positioned favourably given Western Australia and South Australia's global significant magnetite resources (only surpassed by Canada)[12].
  - For agriculture, CSIRO's Ag2050 Scenarios Report outlines that even under global warming of 2°C and above, productivity improvements in Australian agriculture remain achievable in two scenarios, supporting higher food production, improved cost efficiency, enhanced international competitiveness and ongoing sector profitability despite increasing climate and market pressures[13].

FIGURE 5 — BULK VOLUME PROJECTIONS BY CLIMATE SCENARIO



10 Critical minerals: International Energy Agency (IEA): Critical Minerals Outlook 2025.
11 Wood Mackenzie, Iron Ore Energy Transition Outlook 2025.
12 Amira (South Australian Magnetite Global Comparison Study, July 2025)
13 Ag2050 Scenarios Report (April 2024).

Physical risk scenario analysis

As Australia's largest rail freight operator, Aurizon has a long operational history of managing extreme weather events. Maintaining a large physical footprint exposes Aurizon to risks caused by the increasing severity and prolonged nature of extreme weather events, such as flooding, bushfires, heatwaves and cyclones, which may result in operational disruption, asset damage and potentially adverse impacts to earnings, cash flows and overall financial performance.

Aurizon carried out climate-related scenario analysis to assess its resilience to physical climate-related risk for the BCN in FY2025 and the CQCN in FY2026, together covering approximately 60% of the Group's property, plant and equipment as at 30 June 2026. The analysis considers impact across relevant time horizons and informs Aurizon's assessment of resilience of its asset base, operations and supply chains to physical climate hazards. In addition, approximately 24% of the Group's property, plant and equipment consists of rollingstock, which is typically movable and therefore less exposed to location-specific physical risks.

Informed by the scenario analysis results and mitigation inputs from the business, management has assessed Aurizon's resilience to physical climate-related risks. The table below summarises the outcomes of the physical risk scenario analysis.

Climate science is a complex field, and the data carries some unavoidable level of uncertainty including:

- unknown levels of ongoing global emissions
- limitations of climate models in representing regional climate responses
- sparsely distributed climate station datasets in some regions
- uncertainty around whether and when climate tipping points may trigger.

SCENARIO	SSP1-2.6 (LOW WARMING)	SSP3-7.0 (HIGH WARMING)
Description	This scenario represents a low global warming pathway consistent with strong global climate action and aligned with the temperature ambition of the Paris Agreement (i.e. limiting warming to below 2°C). It is considered a conservative and practical choice for physical-risk assessment given the absence of publicly available regionally tailored data for SSP1-1.9. Under this scenario, global surface temperatures are projected to stabilise at approximately 1.8°C above pre-industrial levels by 2100. Early, ambitious and coordinated global mitigation efforts results in substantial reductions in GHG emissions throughout the century, including the achievement of net-zero CO_2 emissions after 2050.	In a high global warming world under SSP3-7.0, fragmented international cooperation, slow technological progress and sustained dependence on fossil fuels drive emissions sharply upward throughout the century. Limited climate action and heightened geopolitical tensions result in rising GHG concentrations that push global temperatures to around 2°C by 2050, increasing further to approximately 2.8–4.6°C by 2100, consistent with IPCC AR6 physical-science projections. This scenario represents a credible high-emissions stress test, characterised by escalating physical climate hazards and growing exposure to extreme heat, hydrological variability and compounding climate risks.
Scope of operations	› BCN (South Australia and Northern Territory — track, track corridor, access roads and culverts, employees (outdoor workers)) › CQCN (Queensland — track, track corridor, access roads and culverts, employees (outdoor workers))	

Climate statements
(continued)

Climate scenario analysis highlighted the following potential impacts in the CQCN and BCN over the medium to long term. The table below also outlines the existing strategies in place to mitigate and effectively manage these weather impacts.

Central Queensland Coal Network

HAZARD	POTENTIAL WEATHER IMPACTS	PHYSICAL RISK MITIGATIONS AND CONTROLS
Extreme heat	› Heat-related temporary speed restrictions are projected to increase across the Network under both scenarios, leading to slower train speeds and reduced throughput. › Heat exposure will intensify across the network, with historically high-risk areas remaining most affected and emerging exposure in previously less impacted sections by 2050. › Increased frequency of extreme heat and associated rail buckles is expected to increase maintenance and repair requirements, while reduced productivity in hot conditions further constrains maintenance capacity. › Employee heat exposure is projected to increase, resulting in higher operating costs due to modified work practices, larger crews and reduced efficiency.	› Air and rail temperature sensors integrated with weather monitoring services to inform the application of heat-related temporary speed restrictions and operational responses to extreme heat. › Hot weather management processes include structured track monitoring through scheduled patrols and inspections, as well as pre-season track stability reviews and preventative maintenance works to reduce buckling risk. › Across the CQCN, the workforce has strong awareness of high temperature conditions, with established procedures implemented by staff to manage heat exposure, supported by experience operating in high temperatures and no observed increase in heat-related illness over the past five years despite increasingly hot days. › Employee heat exposure is managed through site-based controls, including increased shading and water breaks, staggered work practices and operating larger teams to allow for more frequent rest breaks.
Extreme rainfall	› Extreme rainfall driven by tropical cyclones and ex-tropical cyclone events is projected to become more frequent across the network, under the low-emissions scenario, particularly inland, while under the high-emissions scenario events are less frequent but may be more intense. › Extreme rainfall events increase the risk of flooding, track overtopping and washouts, with potential for more severe infrastructure damage under higher intensity events. › Rainfall impacts disrupt operations by limiting access to track through impacts to ancillary assets (e.g. access roads and culverts), constraining inspection, maintenance and recovery activities. › Increased rainfall exposure is expected to increase maintenance and recovery requirements and extend disruption and recovery time following events.	› Flood warning sensors are used at known river areas susceptible to flooding, with protective controls in place to safeguard equipment and reduce recovery time following flood events. › Targeted engineering treatments (e.g. rock armouring at known flood locations) are implemented to reduce track scour, strengthen track resilience and limit damage during flood events. › Sections of access road in remote and hard-to-access locations have been upgraded to "all weather" standard to support inspection, maintenance and recovery from rainfall events. › Slope and trackside monitoring systems are used to identify risks from land slips and rockfalls, supported by physical controls such as rockfall fencing in select locations on steeper banks. › Corridor drainage systems are maintained as a critical component of the Network to facilitate effective stormwater management, preserve track integrity and safety.

Bulk Central Network

HAZARD	POTENTIAL WEATHER IMPACTS	PHYSICAL RISK MITIGATIONS AND CONTROLS
Extreme heat	› Heat-related temporary speed restrictions are projected to increase across the network under both scenarios, leading to slower train speeds, reduced throughput and the emergence of operational bottlenecks, particularly on the Tarcoola–Katherine section. › Heat exposure will intensify across the network, with all track sections experiencing increased days above temperature thresholds and worsening conditions over time, particularly in already high-risk inland sections. › Increased frequency of extreme heat and associated rail buckles is expected to increase maintenance and repair requirements, while higher occurrence of defects increases the risk of safety incidents and operational disruption. › Employee heat exposure is projected to increase materially across the network, resulting in reduced productivity, more frequent breaks, increased safety risks and higher operating costs.	› Weather monitoring systems (including third-party forecasts and alerts) are used to identify hot weather conditions and inform operational decision making, including the application of heat-related temporary speed restrictions. › Operational controls such as temporary speed restrictions are implemented in response to high temperatures to manage track stability risks and reduce the likelihood of rail buckling, supported by structured monitoring and inspection processes. › Employee heat exposure is managed through on-ground controls including provision of shaded areas, water breaks and management of work practices to maintain safe operations under high temperatures. › Operational decision making incorporates coordination through functions such as the Track Superintendent and Extreme Weather Group to manage heat-related risks and determine appropriate responses to extreme conditions.
Extreme rainfall	› Extreme rainfall events are expected to remain relatively infrequent but increase in severity over time, with even small changes in frequency resulting in material operational impacts. › Extreme rainfall increases the risk of flooding, washouts, erosion and landslips across the network, with potential for infrastructure damage and service disruption. › Rainfall impacts disrupt operations by limiting access to track through impacts to ancillary assets (e.g. access roads, culverts and track corridors), constraining inspection, maintenance and recovery activities. › Increased rainfall exposure is expected to increase maintenance and recovery requirements and extend disruption and recovery time, particularly where access to remote sections of the network is constrained.	› Continued investment in improved monitoring capability and critical asset upgrades strengthen the ability to anticipate, respond to and recover from climate-related disruptions. › In FY2024, Aurizon progressed a program of resilience enhancements supported by approximately $6 million in approved capital investment which included the installation of additional culvert level monitoring devices and new weather stations. › Further investment of around $3 million to continue strengthening climate readiness, including expansion of network monitoring (culvert and rail-temperature monitoring devices, bridge water-level sensors) and upgrading systems to support more timely and reliable operational decision making during extreme rainfall events. › These monitoring, upgrade and investment initiatives support operational response and recovery capability, enabling faster restoration of services, reduced disruption and improved reliability during and after extreme rainfall events.

Existing climate risks to track infrastructure operations increase under both scenarios. The current management of both networks utilise effective operational controls to manage these risks, supporting operational continuity, staff safety and recovery capability. These controls contribute to resilience by limiting the impact of events when they occur, through pre-emptive operational responses such as heat- and rainfall-related temporary speed restrictions, precautionary line closures, relocation of rollingstock and isolation of trackside signalling equipment, and progressively scaling network resilience over time through targeted investment and asset renewals (including $25 million of resilience-related capital expenditure in FY2026, comprising 18 CQCN culvert renewals to a Q50 flood immunity standard and BCN resilience upgrades). The Katherine River weather event described on the following page illustrates this in practice. Outputs of the climate scenario analyses and resilience assessments will continue to inform our strategic planning approach and enhance our management of climate-related risks.

Climate statements
(continued)

KATHERINE RIVER WEATHER EVENT

During FY2026, the Northern Territory experienced record rainfall, resulting in widespread flooding across major river systems from Darwin to Daly Waters. The Katherine River reached its highest level in 28 years. In response to these conditions, Aurizon temporarily closed the Tarcoola–Darwin rail network north of Katherine for three days as a precautionary safety measure.

Despite the scale of the weather event, the network sustained no significant damage, and services on the rail corridor were restored more quickly than the surrounding road network. This enabled Aurizon to support the continued delivery of essential supplies to the Darwin community. Reflecting the limited disruption and rapid restoration of services, the event resulted in minimal additional cost and no material revenue loss to the Group.

Trains were secured in safe locations, crews were supported, and our track teams commenced inspections as soon as conditions allowed. Using recently deployed satellite connectivity on hi-rail vehicles, teams were able to relay real-time field information to operations staff, enhancing situational awareness and decision making.

The network's performance during this extreme rainfall event reflects the benefits of ongoing resilience-focused investment, with more than $6 million committed in recent years to strengthen the Tarcoola–Darwin network's ability to withstand severe weather.

Key upgrades include:

- reinforcing Corrugated Steel Pipe Culverts with a structural liner
- deployment of solar-powered culvert level monitors providing continuous water-level reporting
- river-level monitoring systems and Closed-Circuit Television (CCTV)
- installation of 15 weather stations along the corridor to improve event forecasting and operational response.

The rapid restoration of services demonstrates the increasing resilience and reliability of the network and highlights the effectiveness of Aurizon's physical risk mitigation program in safeguarding supply chains and supporting communities across the Northern Territory.

Floodwaters impacting rail infrastructure along the Tarcoola to Darwin rail network.

Climate resilience

		LOW WARMING SCENARIO	HIGH WARMING SCENARIO
TRANSITION RISKS	**Network**	› Network volumes may decline as global steelmaking and thermal coal demand reduces. › Residual demand for steelmaking coal is expected to continue over the long term, supporting ongoing export volumes. › Network's regulatory framework supports recovery of efficient capital and operating expenditure, mitigating the financial impact of lower volumes. › Network tariffs remain a relatively small component of mine revenues, providing flexibility for future tariff adjustments without materially affecting mine viability. › Resilience is supported through optimisation of capital and operating expenditure, management of asset lives and investment timing, and the Network's regulatory cost recovery framework.	› Volumes may increase over the short, medium and long term, driven by sustained demand for energy and steelmaking coal. › Higher volumes may place additional demands on the Network, while more acute physical climate hazards may further increase operational and asset management pressures. › Accordingly, the Network's strategy under the High Warming Scenario places greater emphasis on investment in capacity, reliability and physical resilience, supported by a regulatory framework that facilitates recovery of efficient capital and operating expenditure. › The Network's regulatory framework supports the recovery of efficient capital and operating expenditure, providing a mechanism to fund resilience-related investments required to support capacity, reliability and physical climate adaptation.
	Coal	› Volumes may decline over time, potentially resulting in surplus assets in certain corridors. Surplus assets can be redeployed to growth areas within the Bulk and Containerised Freight businesses where practicable. › Growth capital expenditure, capital maintenance programs and operating costs are actively managed to align with demand and reduce stranded asset risk. › Resilience is supported by Coal's ability to adjust its asset base, capital expenditure profile and cost structure in response to changing demand conditions.	› Sustained haulage volumes are supported by slower decarbonisation and the continued use of coal in energy generation and steelmaking, resulting in ongoing demand for both steelmaking and thermal coal. › Sustained volumes support the continued utilisation of existing assets and services. › Resilience is underpinned by sustained demand, which supports the ongoing viability of the business' existing assets base and operating model, leveraging the outputs of the resilience-related investment undertaken by Network.
	Bulk	› Volumes may continue to increase, reflecting exposure to commodities supported by accelerated climate transition pathways, including critical minerals such as high-quality iron ore. › Redeployed assets, particularly locomotives, from the Coal business may support growth in the Bulk business where practicable, reducing the need for incremental growth capital expenditure. › Growth may be supported through a combination of asset redeployment and targeted investment, enabling the Bulk business to capture opportunities arising from the transition to a lower-carbon economy.	› Sustained volume growth over time, reflecting demand for commodities associated with economic development, energy security and infrastructure investment. › The Group has sufficient financial capacity and flexibility to pursue growth opportunities in the Bulk business, including investment in capacity, asset upgrades and resilience measures to support increased throughput and manage heightened physical climate risks. › Resilience is supported by the business' ability to pursue growth opportunities while adapting operations and infrastructure to manage a more physically challenging climate environment.
PHYSICAL RISKS	**CQCN**	› Exposure to extreme heat and rainfall may increase over time, although the key impacts identified remain broadly consistent with the Network's historic operating environment. › These are supported by established controls for track stability, weather monitoring, operational response and employee safety that form part of business-as-usual operations. › Increased exposure to physical climate impacts is assessed as manageable through established controls and ongoing asset management and operational practices, with continued monitoring and incremental adaptation supporting long-term resilience.	› Greater exposure to extreme heat and rainfall impacts than in the Low Warming Scenario, including more frequent and severe heat-related temporary speed restrictions, increased maintenance requirements arising from rail buckles, and more intense rainfall events resulting in flooding, washouts and access disruption. › Despite increased operational and maintenance pressures, the Network is assessed as resilient because it can build upon existing controls and asset management practices due to its ability to manage these risks through targeted adaptation and resilience measures. This resilience is further supported by the regulatory framework, which allows recovery of efficient maintenance and capital expenditure.
	BCN	› BCN already operates in a materially more extreme climate environment than the CQCN, particularly in relation to heat. › Exposure to heat-related temporary speed restrictions, rainfall-related disruption and cyclonic rainfall impacts may increase over time however BCN has demonstrated ability to manage severe weather impacts through operational controls and recovery actions. › Current infrastructure design standards and operating practices may be increasingly tested as climate impacts intensify. › BCN is assessed as resilient as it already operates in a highly exposed climate environment and has demonstrated an ability to manage severe weather impacts through established operational controls, recovery actions and ongoing adaptation.	› An already highly exposed network subject to more acute physical climate stresses, particularly from extreme heat and rainfall. › Resilience is increasingly dependent on continued investment in infrastructure upgrades, monitoring systems, recovery capability and adapted operating practices as current design standards and operating approaches may be increasingly tested over time. › BCN is assessed as resilient because it can progressively enhance infrastructure, controls and operating practices through business-as-usual asset management, resilience initiatives and capital planning.

Climate statements
(continued)

Capacity to adjust or adapt over the short, medium and long term

The Group's balance sheet is prudently managed to meet thresholds of strong investment grade credit ratings (BBB+/Baa1), with two separate debt funding vehicles (Aurizon Operations and Aurizon Network) reflecting the distinct regulatory, risk and cash flow profiles of each. Regulatory revenue and cost-recovery mechanisms support Network financial resilience, while Coal and Bulk operating cash flows support capacity to fund growth and adaptation capital expenditure across both scenarios.

Aurizon has demonstrated capacity to redeploy surplus assets to growth areas, for example from Coal to Bulk. Where redeployment is not viable, assets can be repurposed, upgraded or, where appropriate, decommissioned in a managed and orderly manner. Fleet configuration enables adjustment to volume shifts across commodities and corridors, and discretionary capital expenditure can be deferred or rephased. Operating expenditure efficiency, fleet cascading and optimisation levers can be deployed under downside scenarios.

Current and planned investments focus on maintaining asset integrity, optimising asset lives, improving operational efficiency and selectively investing in growth opportunities aligned with Bulk and Containerised Freight growth. Mitigation initiatives include low-emissions locomotive technologies being prototyped through the $50 million Future Fleet Fund and renewable energy procurement. Targeted investment in adaptation and resilience measures, including infrastructure upgrades, monitoring systems and network resilience programs, enhances the ability to withstand, respond to and recover from climate-related disruptions identified in the scenario analysis.

Based on the climate-related scenario analysis undertaken as part of the Group's FY2026 strategic planning and having regard to the reasonable and supportable information available at the reporting date, management considers Aurizon's strategy and business model to be resilient under both the Rapid Decarbonisation (1.5°C) and Current Economics (2.5°C or higher) scenarios across the short, medium and long term.

FIGURE 6 — MODELLED 20-YEAR VOLUMES: MOVEMENT AGAINST CURRENT VOLUMES

SCENARIO	NETWORK	COAL	BULK
Current Economics	↑	–	↑
Rapid Decarbonisation	↓	↓	↑

LEGEND:	>-10%	>-5%		>5%	>10%

This assessment recognises the scenarios produce materially different outcomes, including a range for total Australian coal export volumes in 2050 of between a 3% increase and an 80% decrease relative to 2024. The Group's resilience to these outcomes is underpinned by the Network's regulatory framework, which supports recovery of efficient capital and operating expenditure even at materially reduced volumes; the demonstrated capacity to redeploy surplus assets from Coal to the growing Bulk business; Bulk growth driven by demand for critical minerals including high-grade iron ore; and existing financial resources and operating cash flows that provide flexibility to adapt across all time horizons. Physical climate risks to the CQCN and BCN, together representing 60% of the Group's property, plant and equipment as at 30 June 2026, are assessed as manageable through established operational controls, ongoing monitoring and targeted resilience investment, with Network resilience expenditure recoverable through regulatory mechanisms.

The relative movement in modelled 20-year haulage volumes across Network, Coal and Bulk under each scenario is illustrated in Figure 6. The results are consistent with the resilience assessment above, showing sustained or growing volumes across all three segments under the Current Economics scenario. Under the Rapid Decarbonisation scenario, volumes decline in Network and Coal but are mitigated by continued growth in Bulk. This outcome is consistent with the Group's capacity to redeploy assets from Coal to Bulk and the Network's regulatory revenue and cost-recovery framework.

Areas of uncertainty

Based on the climate-related scenario analysis undertaken, the Group's strategy and business model are assessed to be resilient to climate-related changes and developments under both scenarios. However, the assessment of climate resilience considered uncertainties related to:

- the pace and extent of global decarbonisation and technological change in steelmaking
- reliance of Coal markets on imported seaborne supply and Australia's share of this supply
- regional divergence in demand outcomes, particularly in emerging economies;
- future regulatory and policy settings affecting Network capital recovery, regulatory Weighted Average Cost of Capital (WACC) and asset lives
- movements in benchmark interest rates and debt risk premiums affecting cost of debt and leverage over the forecast horizon;
- potential variability in Bulk commodity demand based on the changing climate regulatory environment
- the timing, cost and scalability of low-emissions technologies and the availability of alternative fuels at scale;
- the future trajectory of ACCU prices and broader carbon market conditions
- the interaction between physical climate hazards and operational performance over time
- the severity, frequency and compounding nature of physical climate hazards
- the pace of infrastructure adaptation relative to hazard intensification
- future regulatory and policy responses to heightened physical risks.

Climate change is one of many factors that may impact the future trajectory of Aurizon's haulage volumes which could differ due to the combined impact of all factors.

6. Metrics and Targets

Aurizon remains committed to achieving net-zero operational GHG emissions by 2050. In FY2026, the Group continued implementation of its CSAP through initiatives aimed at lowering carbon emissions and strengthening the resilience of operations to climate-related risks.

TABLE 5 — AASB S2 GHG EMISSIONS

GHG EMISSIONS	NOTE	UNIT	FY2026
Total (gross) Scope 1 GHG emissions	1	Metric tonnes of CO_2-e	718,047
Total Scope 2 GHG emissions (location-based)	2	Metric tonnes of CO_2-e	251,232

TABLE 6 — NET GHG EMISSIONS METRICS

NET GHG EMISSIONS METRICS	NOTE	UNIT	FY2026
Total (net) Scope 1 GHG emissions	3	Metric tonnes of CO_2-e	632,686
Total (net) Scope 2 GHG emissions (market-based)	5	Metric tonnes of CO_2-e	209,468
Total (net) operational GHG emissions (Scope 1 and Scope 2)	7	Metric tonnes of CO_2-e	842,154

TABLE 7 — OTHER GHG EMISSIONS METRICS

OTHER GHG EMISSIONS METRICS	NOTE	UNIT	FY2026
Total (gross) Scope 2 GHG emissions (market-based)	4	Metric tonnes of CO_2-e	252,901
Total (gross) operational GHG emissions (Scope 1 and Scope 2 market-based)	6	Metric tonnes of CO_2-e	970,948

6.1 Measurement approach

Aurizon measures its GHG emissions in accordance with the NGER Act and the NGER (Measurement) Determination. Reported Scope 1 emissions also form the basis for compliance reporting under the Safeguard Mechanism, where applicable.

Scope 1 emissions primarily comprise diesel consumed in rail transport operations from fuel consumption data, fuel purchase records and supplier invoices. Aurizon has improved the measurement of contractor Scope 1 emissions in FY2026 by using actual fuel consumption data for additional activities, with remaining contractor emissions estimated from spend data. Scope 1 emissions also include fuel consumed by fleet vehicles and other immaterial fuel-based sources, such as oils and greases.

Scope 2 emissions primarily comprise purchased electricity used in rail operations on the CQCN and at offices and operational facilities. These emissions are calculated using electricity consumption data obtained from supplier invoices and billing records.

GHG emissions are quantified using the calculation methodologies and emission factors prescribed under the NGER (Measurement) Determination. Estimates and assumptions are applied where direct activity data is unavailable, including for certain contractor-operated activities, with calculations based on the best available information at the reporting date. Net tonne-kilometres (NTK) are measured using weight and distance data sourced from internal reports and external Rail Infrastructure Manager information.

The NGER framework prescribes the calculation methodologies, emission factors and organisational boundaries applied by Aurizon. Aurizon adopts an operational control approach to defining its organisational boundary, consistent with NGER requirements.

Emissions calculated under the NGER framework form the basis of Aurizon's climate-related disclosures, including GHG performance metrics and emissions reduction targets. For FY2026, emissions have been calculated using the global warming potential (GWP) values prescribed under the NGER (Measurement) Determination, which are based on the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5).

Preparation of these disclosures requires the use of judgements, estimates and assumptions, including activity data, NGER emission factors and assessments of operational control. These inputs involve measurement uncertainty and may change over time as methodologies or data quality improve.

Our measurement approach aligns with the regulatory framework governing emissions reporting in Australia and reflects the sources of emissions over which Aurizon has direct operational influence. The use of NGER calculation methods and emission factors published by the CER provides consistent, comparable and verifiable emissions data that supports both our statutory reporting obligations and the overall objective of climate-related financial disclosures.

Through our ESA with CleanCo Queensland, Aurizon sources electricity from large-scale renewable energy projects including the Western Downs Green Power Hub (solar), the Kaban Green Power Hub (wind) and the Dulacca renewable energy project (wind).

These renewable energy projects produce LGCs, a portion of which are voluntarily surrendered under our ESA to support the reduction of Aurizon's Scope 2 emissions. Following 30 June 2026, Aurizon voluntarily surrendered 53,621 LGCs, relating to the FY2026 reporting period, through the Clean Energy Regulator's Renewable Energy Certificate Registry.

Climate statements
(continued)

The Group's disaggregated Scope 1 and Scope 2 GHG emissions for FY2026 are:

TABLE 8 — DISAGGREGATED GHG EMISSIONS — METRIC TONNES OF CO_2-e

GHG EMISSIONS	SCOPE 1	SCOPE 2
Consolidated Group	100%	100%
Other investees (under operational control)	0	0
Total Scope 1 and Scope 2 GHG emissions (operational control basis)	**100%**	**100%**

6.2 Target setting, review and monitoring

Aurizon is committed to achieving net-zero operational emissions (Scope 1 and Scope 2) by 2050, a long-term objective guiding our decarbonisation strategy. To monitor progress toward this goal, our CSAP includes a target to reduce (net) OEI by 10% by 2030, relative to a FY2022 baseline. These targets are pursued through operational decarbonisation initiatives and surrender of ACCUs to meet Safeguard Mechanism obligations.

In setting these targets, Aurizon considered the Paris Agreement temperature goal to hold warming well below 2°C and pursue efforts to limit warming to 1.5°C, together with relevant Australian jurisdictional commitments. Aurizon's targets and target-setting methodology have not been validated by a third party, and none of Aurizon's targets were derived using a sectoral decarbonisation approach.

Aurizon's Board approves climate-related targets and oversees progress through periodic updates that cover emissions performance, delivery of key initiatives and material changes in the operating or regulatory environment that may affect target achievement.

Management reviews target performance and delivery progress through established governance pathways (including CSAP governance) and escalates any recommended changes to targets to the Board for consideration and approval to maintain alignment with strategy, risk appetite and long-term resilience.

Progress is monitored using operational emissions metrics (Scope 1 and Scope 2) and OEI metrics, including net operational emissions, net OEI, NTK, and gross OEI to demonstrate the impact of ACCU and LGC surrender. Safeguard Mechanism compliance is monitored using the NTF regulated baseline, NTF gross Scope 1 emissions, NTK and the surrender of eligible units.

Gases covered by Aurizon's emissions reduction targets are the GHGs reported under the NGER Scheme and applicable measurement methods, comprising carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF_6).

Risks relating to our commitments and emissions targets

Australian and international governments will continue to evolve expectations on emissions reduction, management, and reporting. Aurizon has set targets for reducing emissions; however, with a large, complex, and multi-year decarbonisation program, there are risks relating to:

- the ability to reduce those emissions as committed to the market, particularly as operations expand
- the availability of technology at scale to meet those ambitions
- the availability, efficiency and affordability of renewable energy and/or drop-in fuels, such as biofuels, to power the transition
- reliance on third parties, including the implementation of government policy, to facilitate the transition costs, such as decarbonisation technologies, energy sources, or ACCUs
- the targets, or actions taken in progressing towards those targets, not being considered sufficient to key stakeholders.

These risks and the evolution of such expectations could result in negative revenue impacts and increasing operational costs to Aurizon, damage to our social licence, shareholder action or litigation, or other reputational impacts.

6.3 Carbon credits

ACCUs are certified under the ACCU Scheme, which was established by the Carbon Credits (Carbon Farming Initiative) Act 2011 (CFI Act) and administered by the CER. All ACCUs are registered with the Australian National Registry of Emissions Units (ANREU). All carbon credits purchased are technology-based ACCUs that represent emissions reductions through avoided emissions. The project types held are predominantly energy efficiency, savannah burning, industrial fugitives, transport and waste management.

Progress towards achieving Aurizon's GHG emissions targets in the short term is supported in part by the voluntary surrender of LGCs under our existing ESA and ACCUs to meet Safeguard Mechanism compliance obligations.

Aurizon's progress towards its 2050 emissions reduction target is, currently, largely dependent on carbon credits and renewable energy certificates, with additional contributions coming from Aurizon Network's ESA, which includes an approximately 25% renewable energy block, and initiatives that reduce locomotive idling. In the medium to long term, the extent of reliance on carbon credits and renewable energy certificates is expected to decrease provided:

- Australian[14] and Queensland[15] government scenarios for decarbonised electricity systems, including off-grid and remote grids, are realised
- the Australian Government's[16] commitment to domestic low-carbon liquid fuel production delivers cost-equivalent, scalable supply for heavy freight
- emerging decarbonisation technologies (acknowledged as yet to be fully validated) can improve energy efficiency and/or reduce emissions and be incorporated into our locomotive fleet at scale.

14 Department of Climate Change, Energy, the Environment and Water, (2025) *Australia's Net Zero Plan.*
15 Queensland Government (2025) *Energy Roadmap — Improving our energy assets while building what we need for the future.*
16 https://www.dcceew.gov.au/about/news/new-prod-incentive-low-carbon-liquid-fuels.

TABLE 9 — CLIMATE-RELATED TARGETS AND OBLIGATIONS

Target: Net-zero operational emissions (Scope 1 and Scope 2) by 2050	NOTE	UNIT	FY2026
Measure — Total (net) operational GHG emissions position[17]	8	% progress to 2050 target from FY2022 baseline	-0.9%
Metric used to set target	Total (net) operational GHG emissions (tCO_2-e) (Scope 1 net of ACCUs surrendered for Safeguard Mechanism compliance + Scope 2 market-based inclusive of voluntarily surrendered renewable energy certificates).		
Objective	Mitigation (decarbonisation of operations).		
Part of entity	Group operations under operational control (entity-wide boundary for operational emissions).		
Period	FY2022–FY2050		
Base period	FY2022		
Milestones / interim targets	Annual tracking via net operational emissions and net OEI; initiatives delivered under CSAP/ Future Fleet Fund and renewable electricity procurement.		
Absolute or Intensity	Absolute		
Metric validated by third party	No		

Target: 10% reduction in (net) OEI by 2030	NOTE	UNIT	FY2026
Measure — (net) OEI	9, 12	Kilograms of CO_2-e/'000 NTK	12.63
Measure — (net) OEI reduction	10	% change from FY2022 baseline	-14.6%
Measure — (gross) OEI	11, 12	Kilograms of CO_2-e/'000 NTK	14.56
Metric used to set target	Net OEI ($kgCO_2$-e/'000 NTK) and % change from baseline. Net OEI includes net Scope 1 and market-based Scope 2 and captures ACCU and voluntary LGC surrender impacts.		
Objective	Mitigation (efficiency pathway supporting the 2050 net-zero ambition).		
Part of entity	Group operations under operational control; NTK across all business units used in OEI calculation.		
Period	FY2022–FY2030		
Base period	FY2022		
Milestones / interim targets	Annual net OEI reporting; gross OEI also disclosed to show impact of ACCUs/LGCs.		
Absolute or Intensity	Intensity		
Metric validated by third party	No		

17 Aurizon's emissions reduction target is a net GHG emissions target and a separate gross GHG emissions target has not yet been established. Annual progress is measured against the FY2022 operational GHG emissions baseline of 834,848 tCO_2-e (which included no surrendering of ACCUs or other carbon credits). Achievement of the net target is expected to be delivered through gross operational emissions reductions supported by decarbonisation initiatives (noting the relative contribution of decarbonisation pathways is subject to a range of uncertainties at present), renewable electricity procurement and the surrender of ACCUs or other carbon credits.

Climate statements
(continued)

TABLE 9 — CLIMATE-RELATED TARGETS AND OBLIGATIONS (CONTINUED)

Target: Annual Aurizon National Transport Facility Safeguard Mechanism baseline (required by law)

	NOTE	UNIT	FY2026
Aurizon National Transport Facility total (gross) Scope 1 GHG emissions	13	Metric tonnes of CO_2-e	678,911
Aurizon National Transport Facility Safeguard Mechanism baseline (target)		Metric tonnes of CO_2-e	593,550
Prescribed carbon units to be surrendered under Safeguard Mechanism obligations (ACCUs plus Safeguard Mechanism credit units (SMCs))		1 unit = 1 metric tonne of CO_2-e	85,361
Aurizon National Transport Facility total (net) Scope 1 GHG emissions		Metric tonnes of CO_2-e	593,550
Metric used to set target	NTF Scope 1 emissions (tCO_2-e) compared to CER regulated baseline (tCO_2-e); ACCUs surrendered and SMCs surrendered for compliance.		
Objective	Regulatory conformance (legal compliance).		
Part of entity	Aurizon National Transport Facility (comprising Aurizon's rail transport operations, including locomotives, rollingstock and supporting operational infrastructure. It represents the principal source of emissions associated with Aurizon's rail freight activities).		
Period	Annual compliance obligation (baseline declines annually).		
Base period	Not applicable (benchmark is the annual regulated baseline set by CER).		
Milestones / interim targets	Annual surrender of eligible units if emissions exceed baseline; Aurizon expects ongoing ACCU surrender until scalable low-emissions traction or affordable low-carbon fuels are available.		
Absolute or Intensity	Absolute		

6.4 Assets and business activities attributed to climate-related risks and opportunities

Material climate-related transition risks are assessed as affecting Aurizon's business as a whole. Accordingly, 100% of business activities are considered vulnerable to climate-related transition risks.

	FY2026
Climate-related transition risks — the percentage of business activities vulnerable to climate-related transition risks	100%

For the purposes of this disclosure, vulnerable refers to business activities or assets that are assessed as being exposed to, or potentially affected by, a material climate-related risk. The percentage disclosed has been determined using EBITDA as the weighting mechanism to reflect the relative size of each business activity.

	FY2026
Climate-related physical risks — the percentage of assets vulnerable to climate-related physical risks	60%

In FY2026, physical risk assessment is limited to BCN and CQCN network infrastructure assets, as approximately 24% of the Group's property, plant and equipment comprises of mobile rollingstock that can be redeployed across networks and geographies in response to climate events.

	FY2026
Climate-related opportunities — the percentage of business activities aligned with climate-related opportunities	30%

Alignment with climate-related opportunities has been measured by reference to revenue from operations, being the financial metric most directly linked to the haulage volumes and customer contracts through which climate-related opportunities are realised. CRO 2 Low-carbon transition is expected to deliver more opportunities across Bulk and Containerised Freight businesses consequently Coal and Network have been excluded from this metric in this reporting period.

Aligned refers to business activities that are directly linked to, and can be reliably attributed to, a material climate-related opportunity at the reporting date.

6.5 Capital deployed towards climate-related risks and opportunities

During FY2026, the Group made the following capital expenditure toward activities responding to climate-related risks and opportunities:

- $4 million — Future Fleet Fund (net of grant funding)
- $19 million — Culvert replacement — 18 culvert assets renewed, designed to a flood immunity standard of Q50
- $5 million — 2300D engine emissions compliance project
- $3 million — BCN — Tarcoola to Darwin network resilience project.

6.6 Carbon pricing

Aurizon applies an internal carbon price in long-term business planning and impairment models to assess the cost of emissions associated with its operations. This involves forecasting Scope 1 GHG emissions and estimating the cost of compliance under the Safeguard Mechanism, primarily through the purchase and surrender of ACCUs. These projected carbon costs are applied on a per-tonne of CO_2-e basis to support financial modelling, asset valuation and capital allocation decisions.

As at FY2026, Aurizon's internal carbon pricing approach reflects existing ACCU inventory, secured forward ACCU positions, and forecast ACCU price trajectories. The internal carbon price ranges from A\$38/tCO_2-e to A\$57/tCO_2-e in the short term, increasing to up to A\$145/tCO_2-e over the medium and long term. Existing ACCU inventory is valued using a weighted-average cost methodology, while future ACCU purchases reflect external ACCU market price forecasts. These assumptions are incorporated into Aurizon's carbon liability modelling and corporate planning processes. The carbon price is applied to forecast emissions volumes, which are derived from operational activity assumptions.

Notes to the climate statements

1. Total (gross) Scope 1 GHG emissions: This metric is reported in accordance with the NGER legislation.
2. Total Scope 2 GHG emissions (location-based): This metric is calculated using the location-based method in accordance with the NGER legislation.
3. Total (net) Scope 1 GHG emissions: This metric is calculated by deducting the number of ACCUs to be surrendered for the reporting period from our total (gross) Scope 1 GHG emissions. The number of ACCUs required to meet Aurizon's anticipated Safeguard Mechanism compliance obligation for the reporting period has been calculated based on the Aurizon NTF FY2026 Safeguard Mechanism compliance position, using Scope 1 emissions and production variable data to be reported in Aurizon's FY2026 NGER report. The FY2026 NGER report is subject to reasonable assurance prior to submission to the CER. Aurizon is estimated to surrender 85,361 ACCUs (subject to validation by the CER) to satisfy current year obligations under the Safeguard Mechanism.
4. Total (gross) Scope 2 GHG emissions (market-based): This metric is calculated using the market-based method in accordance with the NGER legislation but excludes renewable energy certificates (voluntarily) surrendered for the reporting period. This metric improves transparency over the impact of renewable energy certificates (voluntarily) surrendered on Aurizon's total Scope 2 GHG emissions (market-based), total (net) operational GHG emissions and (net) OEI.
5. Total (net) Scope 2 GHG emissions (market-based): This metric is calculated using the market-based method in accordance with the NGER legislation and includes all renewable energy certificates (voluntarily) surrendered by Aurizon for the reporting period.
6. Total (gross) operational GHG emissions (Scope 1 and Scope 2 market-based): This metric includes total (gross) Scope 1 GHG emissions reported in accordance with the NGER legislation and total (gross) Scope 2 GHG emissions (market-based) reported in accordance with note 4. This metric improves transparency over the impact of renewable energy certificates (voluntarily) surrendered for the reporting period on Aurizon's total Scope 2 GHG emissions (market-based), total (net) operational GHG emissions and (net) OEI.
7. Total (net) operational GHG emissions: This metric includes total (net) Scope 1 GHG emissions (refer note 3) and total (net) Scope 2 GHG emissions (market-based), reported in accordance with the NGER legislation (refer note 5).
8. Measure — net-zero operational emissions: This metric measures progress toward our 2050 GHG emissions reduction target, expressed as a percentage, calculated from a FY2022 baseline. A negative value indicates an increase in net emissions from the baseline year. Aurizon also discloses total (gross) operational emissions for transparency to show the impact of ACCUs and (voluntary) renewable energy certificates surrendered for the reporting period on total (net) operational emissions.
9. Measure — (net) OEI: Aurizon uses an internal basis of preparation to calculate (net) OEI. Net OEI is calculated using total (net) Scope 1 GHG emissions and total (net) Scope 2 GHG emissions (market-based), and NTK for all Aurizon business units.
10. Measure — (net) OEI reduction: This metric reports the percentage change in (net) OEI from a FY2022 baseline. A value below -10% indicates achievement of the target. Aurizon also reports (gross) OEI for transparency to show the impact of ACCUs and (voluntary) renewable energy certificates surrendered for the reporting period on OEI.
11. Measure — (gross) OEI: Aurizon uses an internal basis of preparation to calculate (gross) operational emissions intensity. Gross operational emissions intensity is calculated using total (gross) Scope 1 GHG emissions and total (gross) Scope 2 GHG emissions (market-based), and net tonne kilometres (NTK) for all Aurizon business units.
12. Aurizon measures NTK to monitor operational emissions intensity and meet reporting obligations under the Safeguard Mechanism. Tonnes are measured according to relevant industry practice for each service with kilometres determined using Rail Infrastructure Manager information.
13. Safeguard Mechanism: The Aurizon National Transport Facility reports total (gross) Scope 1 GHG emissions above the Australian Government's Safeguard Mechanism threshold of 100,000 tCO_2-e per year and hence is captured under the Safeguard Mechanism, which is enacted through the NGER Act, and supporting legislation. Under the Safeguard Mechanism, a production-adjusted baseline for Aurizon's NTF is calculated as the reference point against which total (net) Scope 1 GHG NTF emissions are assessed. Aurizon's NTF total (net) Scope 1 GHG emissions are the emissions from the operation of the NTF, minus any ACCUs or SMCs to be surrendered for the reporting period. Aurizon is required under the Safeguard Mechanism to keep NTF total (net) Scope 1 GHG emissions at or below its Safeguard Mechanism baseline.

Directors' declaration

In the opinion of the Directors of the Company:

1. The Company has taken reasonable steps to ensure that the substantive provisions of this Sustainability Report are in accordance with the *Corporations Act 2001* (Cth), including:
   a. compliance with Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures*, and
   b. the disclosure of the matters included in s296D of the *Corporations Act 2001*.

Signed in accordance with a resolution of the directors made pursuant to s296A(7) of the *Corporations Act 2001* on 17 August 2026.

On behalf of the Board

Timothy Longstaff
Chairman
17 August 2026

Deloitte.

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Independent Auditor's Report to the Members of Aurizon Holdings Limited

Review Conclusion

We have conducted a review of the following specified Sustainability Disclosures in the Sustainability Report of Aurizon Holdings Limited (the Company) and its subsidiaries (the Group) for the year ended 30 June 2026 as required by Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* (ASSA 5010) issued by the Auditing and Assurance Standards Board (AUASB):

Sustainability Disclosures Reviewed	**Reporting requirement of Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures (AASB S2) (including related general disclosures required by Appendix D)**	**Location in the Sustainability Report**
Governance	Paragraph 6	Section 3 *Governance* on pages 113 to 115
Strategy (risk and opportunities)	Subparagraphs 9(a), 10(a) and 10(b)	Title, description of risk and risk category in Table 3 *Climate-related risks* on pages on pages 119 to 125 and title and description of opportunity in Table 4 *Climate-related opportunities* on pages 126 to 127

We have also conducted a review of the following specified Sustainability Disclosures in the Sustainability Report of the Group for the year ended 30 June 2026 as requested by the directors of the Company:

Sustainability Disclosures Reviewed	**Reporting criteria**	**Location in the Sustainability Report**
Total (net) Scope 1 GHG emissions	Paragraphs 34(c), AusB67.1 and Appendix D paragraph 50	Table 6 *Net GHG Emissions Metrics* and relevant notes on page 137 and 142 and *Measure – (net) OEI* as set out in Table 9 *Climate-related targets and obligations* on page 139
Total (net) Scope 2 GHG emissions (market-based)		
Measure (Net) operational emissions intensity		

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The requirements of AASB S2 identified in the tables above form the criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act).

We have not become aware of any matter in the course of our review that makes us believe that the Sustainability Disclosures specified in the tables above (collectively, the Reviewed Sustainability Disclosures) do not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*

Audit Opinion

We have conducted an audit of the following specified Sustainability Disclosures in the Sustainability Report of the Group for the year ended 30 June 2026 as required by ASSA 5010:

Audited Sustainability Disclosures	**Reporting requirement of Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* (AASB S2) (including related general disclosures required by Appendix D)**	**Location in the Sustainability Report**
Total (gross) Scope 1 GHG emissions Total Scope 2 GHG emissions (location-based)	Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v) of AASB S2	Table 5 *AASB S2 GHG Emissions*, including relevant notes on page 137 and 142, Section 6.1 *Measurement approach* on page 137 *and Table* 8 Disaggregated GHG emissions on page 138

The requirements of AASB S2 identified in the table above form the criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act).

In our opinion, the Scope 1 and 2 emissions disclosures specified in the table above (collectively, the Audited Sustainability Disclosures) are prepared in accordance with the Act including:

a) Subsection 296A(2) (contents of climate statements) and
b) Section 296C (compliance with Australian Sustainability Reporting Standard S2 *Climate-related Disclosures* issued by the Australian Accounting Standards Board and any Ministerial legislative instrument) and
c) Section 296D (climate statement disclosures).

Basis for Conclusion and Opinion

Basis for Conclusion

Our review has been conducted in accordance with Australian Standard on Sustainability Assurance ASSA 5000 *General Requirements for Sustainability Assurance Engagements* (ASSA 5000) issued by the AUASB. Our review includes obtaining limited assurance about whether the Reviewed Sustainability Disclosures are free from material misstatement.

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In applying the relevant criteria, we note that subsection 296C(1) of the *Act* includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the *'Summary of the Work Performed'* section of our report below.

Basis for Opinion

Our audit has been conducted in accordance with ASSA 5000. Our audit includes obtaining reasonable assurance that the Audited Sustainability Disclosures are free from material misstatement.

Basis for Conclusion and Opinion

Our responsibilities under ASSA 5000 are further described in the '*Auditor's Responsibilities'* section of this report.

We are independent of the Group in accordance with the applicable ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024 (the Code), together with the ethical requirements in the Act, that are relevant to our review/audit of the Reviewed/Audited Sustainability Disclosures (collectively, the specified Sustainability Disclosures) and public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code.

We confirm that the independence declaration required by the Act, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

Our firm applies Australian Standard on Quality Management ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

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

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2026, but does not include the specified Sustainability Disclosures, and our assurance reports thereon.

Our limited assurance conclusion and reasonable assurance opinion respectively, do not extend to other information and we will not express any form of assurance conclusion thereon. The other information includes the:

- Financial Report and Remuneration Report upon which we have performed an audit and issued a separate auditor's report.
- Specified Scope 3 greenhouse gas (GHG) emissions within the *Voluntary Disclosure - Non-AASB S2 Information related to the Climate Statements* upon which we have performed a limited assurance engagement and issued a separate assurance report on.

In connection with our review and our audit of the specified Sustainability Disclosures, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the specified Sustainability Disclosures, or our knowledge obtained in the assurance engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the Specified Sustainability Disclosures

The Directors of the Group are responsible for:

a) The preparation of the specified Sustainability Disclosures in accordance with the Act and
b) Designing, implementing and maintaining such internal control necessary to enable the preparation of the specified Sustainability Disclosures, in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Inherent Limitations in Preparing the Specified Sustainability Disclosures

Greenhouse gas emissions quantification is subject to significant measurement uncertainty, which arises because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases. The comparability of sustainability information between entities and over time may be affected by inconsistencies in the methods to estimate or measure those emissions, due to different, but acceptable, methods applied.

The specified Sustainability Disclosures include judgements and assumptions about future events and circumstances. Actual outcomes may differ from those described and, accordingly, the disclosures are subject to a higher level of inherent uncertainty.

Auditor's Responsibilities

Our objectives are to:

- Plan and perform the review to obtain limited assurance about whether the Reviewed Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion.
- Plan and perform the audit to obtain reasonable assurance about whether the Audited Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue an assurance report that includes our opinion.

Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of both our review and audit in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

a) For a review engagement:
    - Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control.
    - Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than

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for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

b) For an audit engagement:
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the assertion level for the disclosures but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Design and perform procedures responsive to assessed risks of material misstatement at the assertion level for the disclosures. 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.

Summary of the Work Performed in our Review

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the Reviewed Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- Performed inquiries, walkthroughs, and inspection of documentation to understand the processes, systems, controls, methodologies and personnel involved in preparing the specified Sustainability Disclosures.
- Inspected internal information (e.g. Board meeting minutes, terms of reference, committee charters and internal policies) supporting the Governance disclosures.
- Assessed the appropriateness of management's determined reporting boundary.
- Assessed the completeness and accuracy of disclosed climate-related risks and opportunities based on management's process and judgements to identify material information for disclosure.
- Performed analytical procedures and tested on a sample basis Scope 1 and 2 emissions data and emission factors and assessed management's estimation methods against the relevant requirements of AASB S2, the GHG Protocol and NGER Scheme legislation.
- Reconciled the specified Sustainability Disclosures in the Sustainability Report to the underlying outcome of procedures performed.
- Evaluated the disclosure and overall presentation of the specified Sustainability Disclosures against the relevant requirements of AASB S2.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Matthew Donaldson
Partner
Chartered Accountants
Brisbane, 17 August 2026

A White

Alison White
Partner
Chartered Accountants
Sydney, 17 August 2026

Voluntary disclosure — Non-AASB S2 information related to the climate statements

Scope 3 GHG emissions

This section includes selected categories of FY2026 Scope 3 GHG emissions metrics voluntarily disclosed to provide additional transparency and are not prepared in accordance with AASB S2. These metrics have been calculated using methodologies consistent with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard ('GHG Protocol') and the GHG Protocol Technical Guidance for Calculating Scope 3 Emissions. Since first reporting Scope 3 emissions in FY2017, Aurizon has continued to mature our approach, applying the GHG Protocol principles of relevance and materiality to determine category inclusions, measurement approaches and reporting boundaries. These metrics are subject to a limited assurance opinion from the Group's auditor, Deloitte.

	FOOTNOTE	UNIT	FY2026
Selected categories of Scope 3 GHG emissions **Limited Assurance conclusion obtained from Deloitte**	**1**	**Metric tonnes of CO_2-e**	520,335
Category 1, Purchased goods and services	2	Metric tonnes of CO_2-e	299,292
Category 3, Fuel and energy-related activities	3	Metric tonnes of CO_2-e	210,463
Category 5, Waste generated	4	Metric tonnes of CO_2-e	4,777
Category 6, Business travel	5	Metric tonnes of CO_2-e	5,803

1 Calculated Scope 3 GHG emissions: Currently, the following categories are included: combined purchased goods and service (comprising purchased goods and services, Category 2, capital goods and Category 4, upstream transportation and distribution), fuel and energy-related activities, waste generated and business travel. Aurizon intends to expand its reporting boundary to include all relevant and material Scope 3 category emissions in future reports in line with the requirements of AASB S2.

2. Category 1 purchased goods and services: This combined category (comprising purchased goods and services, Category 2, capital goods and Category 4, upstream transportation and distribution) utilises all spend data for the Group entities extracted from our internal systems, credit card data, and data obtained from our Iron Horse subsidiary. Spend data has been assigned to the relevant financial year based on the invoice clearing date, which determines whether a transaction is captured within the reporting period. The spend is then categorised according to Aurizon's internal procurement taxonomy and mapped to the most appropriate product and sub-product categories within the United Kingdom's Department for Energy Security & Net Zero spend-based emissions factors (2025). This category includes fuel supply chain, maintenance, professional services, and other third-party emissions not captured within Scope 1 or Scope 2, as well as elements of travel and waste spend for FY2026 that have not been captured as part of Category 5 and Category 6 calculations due to reporting limitations. Spend that is excluded from this category is related to banking, electricity, fuel, lubricants, mining rebates, payroll, regulator, superannuation, taxation and track access. Due to current internal procurement processes, it is difficult to segregate spend data between purchase of goods and services, purchase of capital goods, and upstream transportation and distribution of purchased products to calculate the associated emissions. As a result, these have been combined and reported into one category for FY2026.

3. Category 3, fuel and energy-related activities: This category includes upstream emissions from the purchase of all fuel and electricity used to power Aurizon's assets (e.g. our locomotives), electricity consumed in Aurizon-owned facilities, as well as transmission and distribution losses. The Australian National Greenhouse Accounts Factors 2025 (NGA) issued by the Australian Government Department of Climate Change, Energy, the Environment and Water were used to calculate the related FY2026 emissions.

4. Category 5, waste generated: Emissions for this category have been calculated using waste-specific data and spend data provided by our service providers, along with reputable third-party emission factors, which have been determined from the nature of waste generated. This category includes all waste types (i.e. landfill, recycled and wastewater).

5. Category 6, business travel: Business travel includes emissions related to air travel, accommodation, car hire, taxi and ride-share services. Emissions for this category have been calculated using supplier-specific distance and nights spent in accommodation data provided by our corporate travel agent and emissions factors published by the United Kingdom's Department for Energy Security & Net Zero (2025). Emissions related to personal vehicle travel have been calculated using claimed-kilometres data extracted from Aurizon's internal systems, along with reputable third-party emission factors as outlined in our basis of preparation.

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Independent Limited Assurance Report to the Directors of Aurizon Holdings Limited

Limited Assurance Report on the Sustainability Information

Limited Assurance Conclusion

We have conducted a limited assurance engagement on the preparation of the Aurizon Holdings Limited's (the Group) selected Scope 3 greenhouse gas (GHG) emissions disclosed in the Sustainability Report, and included in Table 1 below (the Sustainability Information) in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Standard and the Group's internal basis of preparation (the Criteria), in all material respects, for the year ended 30 June 2026.

Table 1 – Sustainability Information and Applicable Criteria

Topic	Selected sustainability metric or disclosure	Applicable criteria	Disclosure location in the Sustainability Report
Climate	Total Scope 3 GHG emissions (tCO2-e), which will include: • Category 1, Purchased good and services • Category 3, Fuel and energy-related activities • Category 5, Waste generated • Category 6: Business travel	Greenhouse Gas (GHG) Protocol Corporate Value Chain (Scope 3) Standard) and the Group's internal basis of preparation	Page 149 *Voluntary Disclosure - Non-AASB S2 Information related to the Climate Statements*

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Group's Sustainability Information is not prepared, in all material respects, in accordance with the criteria for the year ended 30 June 2026.

Basis for Limited Assurance Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Sustainability Assurance *5000 General Requirements for Sustainability Assurance Engagements* (ASSA 5000), issued by the Auditing and Assurance Standards Board.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under this standard are further described in the *Practitioner's Responsibilities* section of our report.

We have complied with the independence and relevant ethical requirements which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, including those contained in APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Professional & Ethical Standards Board Limited.

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Our firm applies Australian Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements,* which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2026, but does not include the Limited Assurance Sustainability Information and our assurance report thereon.

Our assurance conclusion does not cover the other information and we do not express any form of assurance conclusion thereon. The other information includes the:

- Financial Report and Remuneration Report upon which we have performed an audit and issued a separate auditor's report.
- Sustainability Report upon which we have performed a review and audit of specified sustainability disclosures and issued a separate auditor's review and audit report.

In connection with our assurance engagement on the Sustainability Information, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Sustainability Information or our knowledge obtained in the assurance engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the Sustainability Information

The Directors are responsible for:

a) the preparation of the Sustainability information in accordance with the Criteria;
b) for designing, implementing and maintaining a system of internal control that is determined to be necessary to enable the preparation of the Sustainability Information in accordance with the Criteria that is free from material misstatement, whether due to fraud or error; and
c) the electronic presentation of the Sustainability Information and our limited assurance report on the Group's website.

Inherent Limitations in Preparing the Sustainability Information

Emissions quantification is subject to inherent uncertainty because incomplete scientific knowledge has been used to determine emissions factors and the values needed to combine emissions due to different gases.

Non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and sampling or estimating such data.

In the absence of external standards, sustainability-related financial information reported in accordance with self-defined criteria may be based on different, but acceptable measurement methodologies, which may result in variances between entities and over time. The adopted measurement methodologies may also

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impact the comparability of sustainability matters reported by different entities and from year to year within an entity as methodologies develop.

Scope 3 greenhouse gas emissions are subject to more inherent limitations than for Scope 1 and Scope 2 emissions, given the lack of availability and relative precision of information used for determining both qualitative and quantitative Scope 3 information from value chain entities outside the operational control of the Group.

Practitioner's Responsibilities

Our objectives are to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Information.

As part of a limited assurance engagement in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control.
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. 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.

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that fraud, error, non-compliance with laws and regulations or misstatements in the Sustainability Information may occur and not be detected.

Summary of Work Performed

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Information. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosures level, whether due to fraud or error. In conducting our limited assurance engagement, we performed the following procedures:

- Inquiries with management to obtain an understanding of the sustainability data reporting process
- Undertaking walkthroughs of key systems and processes for collating, calculating and reporting the Sustainability Information
- Inspection of process documentation developed to support the sustainability data reporting process for preparing the Sustainability Information
- Performing analytical reviews on the Sustainability Information and/or relevant supporting documentation
- Selection, on a sample basis, of items from the Sustainability Information and agreeing to supporting documentation

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- Tested on a sample basis Scope 3 emissions data and emission factors and assessed management's estimation methods against the relevant requirements of the Greenhouse Gas (GHG) Protocol Corporate Value Chain (Scope 3) Standard) and the Group's internal basis of preparation
- Reviewing the disclosures for the Sustainability Information in the 2026 Sustainability Report and reconciling to underlying supporting calculations and/or documentation.

Restricted Use

This report has been prepared for use by the Directors for the purpose of assisting the Directors in reporting on the Group's selected sustainability performance indicators in the 2026 Sustainability Report. We disclaim any assumption of responsibility for any reliance on this report to any person other than The Directors of the Group or for any purpose other than that for which it was prepared.

DELOITTE TOUCHE TOHMATSU

Annalisa Amiridakis
Partner
Chartered Accountants
Sydney, 17 August 2026

Index:
AASB S2 information in report

Note: Users should read this index in conjunction with the complete Sustainability Report, including the Climate Statements, which form part of Aurizon's Annual Report.

REFERENCE	SECTION
6(a), 6(a)(i),(iii)	Section 3.1 Board and Board committees
6(a)(ii)	Section 3.2 Board skills and experience
6(a)(iv)	Section 3.4 Embedding sustainability into decision making
6(a)(v)	Section 3.5 Managing sustainability performance through targets and monitoring and Section 3.6 Remuneration framework
6(b), 6(b)(i)(ii)	Section 3.3 Management governance
9(a), (b), (d)	Section 5.2 Climate-related risks and opportunities
9(c)	Section 5.1 Climate Strategy and Action Plan and Section 5.2 Climate-related risks and opportunities
9(e)	Section 5.3 Climate-related scenario analysis and resilience
10(a), (b), (c)	Section 5.2 Climate-related risks and opportunities
10(d)	Section 5.2 Climate-related risks and opportunities
13(a), (b)	Section 5.2 Climate-related risks and opportunities
14(a)(i)(ii)(iii), (b)	Section 5.2 Climate-related risks and opportunities
14(a)(iv)	Section 5.1 Climate Strategy and Action Plan
14(a)(v)	Section 6.2 Target setting, review and monitoring
14(c)	Not applicable as 1st year of reporting
15(a), (b)	Section 5.2 Climate-related risks and opportunities
16(a), (c)(i)(ii), (d)	Section 5.2 Climate-related risks and opportunities
16(b)	Note 8 Property, plant and equipment
21(a), (b), (c)	Section 5.2 Climate-related risks and opportunities
22(a)(i)	Section 5.3 Climate-related scenario analysis and resilience
22(a)(ii)	Section 5.3 Climate-related scenario analysis and resilience
22(a)(iii)	Section 5.3 Climate-related scenario analysis and resilience
22(b)(i), (b)(ii), (b)(iii)	Section 5.3 Climate-related scenario analysis and resilience
25(a)(i)(ii)(iii)(iv)(v)	Section 4.1 Climate-related risks
25(a)(vi)	Section 4 Risk management
25(b)	Section 4.2 Climate-related opportunities
25(c)	Section 4.1 Climate-related risks
28(a)	Section 6 Metrics and targets
28(c)	Section 6.2 Target setting, review and monitoring
29(a)(i)(1)(2)	Section 6 Metrics and Targets
29(a)(i)(3)	Not applicable — Transition relief applied
29(a)(ii)	Section 6.1 Measurement approach
29(a)(iii)(1)(3)	Section 6 Metrics and targets and Notes to the climate statements
29(a)(iii)(2)	Section 6.1 Measurement approach
29(a)(iv)	Table 8 Disaggregated GHG Emissions
29(a)(v)	Section 6.1 Measurement approach
29(a)(vi)	Not applicable — Transition relief applied
29(b), (c), (d)	Section 6.4 Assets and business activities attributed to climate-related risks and opportunities
29(e)	Section 6.5 Capital deployed towards climate-related risks and opportunities
29(f)(i)(ii)	Section 6.6 Carbon pricing
29(g)(i)(ii)	Section 3.6 Remuneration framework
33(a), (b), (c), (d), (e), (f), (g)	Section 6 Metrics and targets
33(h)	Section 6.2 Target setting, review and monitoring
34(a),(c)	Section 6.2 Target setting, review and monitoring
34(b)	Section 3.5 Managing sustainability performance through targets and Section 6.2 Target setting, review and monitoring
34(d)	Not applicable — no revisions made
35	Section 6 Metrics and targets
36(a), (b), (c), (d)	Section 6 Metrics and targets
36(e)(i)(ii)(iii)(iv)	Section 6.3 Carbon credits

Shareholder information

RANGE OF FULLY PAID ORDINARY SHARES AS AT 6 AUGUST 2026

RANGE	TOTAL HOLDERS	UNITS	% UNITS
1 – 1,000	19,712	11,530,488	0.68
1,001 – 5,000	24,853	58,461,950	3.47
5,001 – 10,000	5,909	43,469,209	2.58
10,001 – 100,000	4,933	106,732,670	6.34
100,001 Over	125	1,463,112,966	86.92
Total	**55,532**	**1,683,307,283**	**100.00**

UNMARKETABLE PARCELS AS AT 6 AUGUST 2026

	MINIMUM PARCEL SIZE	HOLDERS	UNITS
Minimum $ 500.00 parcel at $4.2100 per unit	119	937	38,878

The number of shareholders holding less than the marketable parcel of shares is 937 (shares 38,878).

SUBSTANTIAL HOLDERS OF 5% OR MORE OF FULLY PAID ORDINARY SHARES AS AT 6 AUGUST 2026*

NAME	NOTICE DATE	SHARES
The Vanguard Group, Inc	26/2/2026	121,714,019
State Street Corporation and subsidiaries	28/7/2026	129,357,602

* As disclosed in substantial shareholder notices received by the Company.

ASX code: AZJ

Contact details
Aurizon
GPO Box 456
Brisbane QLD 4001

For general enquiries, please call 13 23 32 within Australia. If you are calling from outside Australia, please dial +61 7 3019 9000.

aurizon.com.au

Investor Relations

For all information about your shareholding, including dividend statements and change of address, contact the share registry managed by Computershare Investor Services Pty Ltd.

Website: www.investorcentre.com/contact

Phone: 1800 776 476 (toll free) or
+61 3 9938 5376 (If calling from overseas)

To request information relating to investor relations please contact our investor relations team on 13 23 32 or email: **investor.relations@aurizon.com.au.**

TOP 20 HOLDERS OF FULLY PAID ORDINARY SHARES AS AT 6 AUGUST 2026

NAME	UNITS	% OF UNITS
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	632,348,114	37.57
CITICORP NOMINEES PTY LIMITED	346,920,468	20.61
J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	293,560,937	17.44
BNP PARIBAS NOMS PTY LTD	45,479,106	2.70
BNP PARIBAS NOMINEES PTY LTD <AGENCY LENDING A/C>	30,375,887	1.80
ARGO INVESTMENTS LTD	19,250,000	1.14
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	10,326,327	0.61
BNP PARIBAS NOMINEES PTY LTD <HUB24 CUSTODIAL SERV LTD>	9,808,487	0.58
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED <NT-COMNWLTH SUPER CORP A/C>	8,759,903	0.52
BNP PARIBAS NOMS PTY LTD <GLOBAL MARKETS>	6,437,258	0.38
MERRILL LYNCH (AUSTRALIA) NOMINEES PTY LIMITED	5,981,223	0.36
NETWEALTH INVESTMENTS LIMITED <WRAP SERVICES A/C>	4,254,959	0.25
BNP PARIBAS NOMS (NZ) LTD	3,577,764	0.21
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED-GSCO ECA	3,536,397	0.21
UBS NOMINEES PTY LTD	3,155,340	0.19
NETWEALTH INVESTMENTS LIMITED <SUPER SERVICES A/C>	2,572,449	0.15
CITICORP NOMINEES PTY LIMITED <COLONIAL FIRST STATE INV A/C>	2,275,834	0.14
BNP PARIBAS NOMINEES PTY LTD <AGENCY LENDING COLLATERAL>	2,010,000	0.12
BIRBAL INVESTMENTS PTY LTD	1,950,000	0.12
IOOF INVESTMENT SERVICES LIMITED <IPS SUPERFUND A/C>	1,699,087	0.10
Totals: Top 20 holders of ORDINARY FULLY PAID SHARES (Total)	**1,434,279,540**	**85.21**
Total Remaining Holders Balance	**249,027,743**	**14.79**

Glossary

Some terms and abbreviations used in this document, together with industry specific terms, have defined meanings.

These terms and abbreviations are set out in this glossary and are used throughout this document.

A reference to dollars, $ or cents in this document is a reference to Australian currency unless otherwise stated. Any reference to a statute, ordinance, code or other law includes regulations and any other instruments under it and consolidations, amendments, re-enactments or replacements of any of them. Any reference to Annual Report is a reference to this document.

AASB
Australian Accounting Standards Board

AASB S2
Climate-related Disclosures standard issued by the AASB

ABN
Australian Business Number

Above Rail
Includes the business unit segments of Coal, Bulk, Containerised Freight and Other of Aurizon Holdings Limited

ACCU
Australian Carbon Credit Unit

ACN
Australian Company Number

AGRMC
The Board Audit, Governance & Risk Management Committee

AGM
Annual General Meeting

AMTN
Australian Medium-Term Note

ASIC
Australian Securities and Investments Commission

ASX
Australian Securities Exchange operated by ASX Limited (ABN 98 008 624 691)

ASX Listing Rules
The official listing rules of ASX

Aurizon or Company
Aurizon Holdings Limited (ABN 14 146 335 622) and where the context requires, includes any of its subsidiaries and controlled entities

BCN
Bulk Central Network

Below Rail
The business unit segment of Network — Aurizon Network Pty Ltd (ACN 132 181 116) a wholly-owned subsidiary of Aurizon Holdings Limited

BEL
Battery Electric Locomotive

BET
Battery Electric Tender

Board
The Board of Directors of Aurizon Holdings Limited

CAPEX
Capital expenditure

CCIRS
Cross-currency interest rate swap — an agreement between two parties to exchange interest payments and principal denominated in two different currencies

CER
Clean Energy Regulator

CGU
Cash-generating unit — the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or group of assets

Company Secretary
Each Company Secretary of Aurizon Holdings Limited

Constitution
The constitution of Aurizon Holdings Limited

Corporations Act
Corporations Act 2001 (Cth)

CPS
Cents per share

CQCN
Central Queensland Coal Network

CRO
Climate-related opportunity

CRR
Climate-related risk

CSAP
Climate Strategy and Action Plan

DAAU
Draft Amending Access Undertaking

DSTIA
Deferred Short Term Incentive Award

EBIT
Earnings Before Interest and Tax

EBITDA
Earnings Before Interest, Tax, Depreciation and Amortisation

EMTN
Euro Medium-Term Note

EPA
Environment Protection Agency

ERMFA
Enterprise Risk Management Framework and Appetite

ESA
Energy Supply Agreement

FY
Financial Year ended 30 June, as the context requires

GAPE
Goonyella to Abbot Point Expansion

GHG
Greenhouse gas

Group Executives
Direct report to the MD & CEO and are either responsible for a Business Unit (Coal, Network, Bulk and Containerised Freight) or are the functional lead for the Finance and Corporate support units

GST
Goods and Services Tax

IASB
International Accounting Standards Board

IEA
International Energy Agency

IFRS Accounting Standards
International Financial Reporting Standards Accounting Standards issued by the International Accounting Standards Board

IPCC
Intergovernmental Panel on Climate Change

km
Kilometre

KMP
Key Management Personnel

LGC
Large-scale Generation Certificate

LTIA
Long Term Incentive Awards

M
Million

MAR
Maximum Allowable Revenue that Aurizon Network Pty Ltd is entitled to earn from the provision of coal carrying train services in the CQCN across the term of an access undertaking

mt
Millions of tonnes

Network
Aurizon Network Pty Ltd (ACN 132 181 116) a wholly-owned subsidiary of Aurizon Holdings Limited

NGER Act
National Greenhouse Energy Reporting Act 2007 (Cth)

NPAT
Net Profit After Tax

NTF
National Transport Facility

NTK
Net tonne kilometre, unit of measure representing the movement over a distance of one kilometre of one tonne of contents excluding the weight of the locomotive and wagons

OEI
Operational Emissions Intensity

OPEX
Operating expense including depreciation and amortisation

PP&E
Property, plant and equipment

PCP
Previous Comparative Period

PPT
Percentage Point

QCA
Queensland Competition Authority

RAB
Regulatory Asset Base, the value of the asset base on which pricing is determined by the price regulator

ROIC
Return on Invested Capital

Share
A fully paid ordinary share in Aurizon Holdings Limited

SIFR(a+p)
Serious Injury and Fatality Rate, including both actual and potential events

SIU
Strategy in Uncertainty framework

SPAD
Signal Passed At Danger

SSP1-2.6
Shared Socioeconomic Pathway 1-2.6 (low warming scenario)

SSP3-7.0
Shared Socioeconomic Pathway 3-7.0 (high warming scenario)

STIA
Short Term Incentive Award

TCFD
Taskforce on Climate-related Financial Disclosures

tonne
One metric tonne, being 1,000 kilograms

tonne kilometres
The product of tonnes and distance

TRIFR
The cumulative number of Lost Time Injuries, Medical Treatment Injuries and Restricted Work Injuries sustained by employees and contractors, per million hours worked, over a given recording period

TSR
Total Shareholder Return

USPP
United States Private Placement Note

WACC
Weighted Average Cost of Capital, expressed as a percentage

Corporate information

Aurizon Holdings Limited
ABN 14 146 335 622

Directors
Timothy Longstaff
Andrew Harding
Amanda McMillan
Lyell Strambi
Marcelo Bastos
Samantha Tough
Sarah Ryan
Andrew Adam (from 1 July 2026)

Company Secretaries
David Wenck
Nicole Allder

Registered Office
Level 8, 900 Ann Street
Fortitude Valley QLD 4006

Auditors
Deloitte Touche Tohmatsu (Deloitte)

Share Registry
Computershare Investor Services Pty Limited

Level 1, 200 Mary Street
Brisbane QLD 4001

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Aurizon Holdings Limited
ABN 14 146 335 622