

Our Approach to Customer Engagement

Access Undertaking from FY28

15 August 2024



AURIZON[®]

We deliver.

Message from the Group Executive Network – Pam Bains



“We believe that by all parties applying the principles within this engagement plan and negotiating in good faith on amendments to the Undertaking, it will result in improved outcomes for all stakeholders ”

On behalf of Aurizon Network, I am pleased to share our Engagement Plan outlining how we will engage with customers and stakeholders in the development of the regulatory arrangements to commence from 1 July 2027. The objective of our engagement is to expand upon and embed the customer focussed and influenced outcomes of the negotiated UT5 Draft Amending Access Undertaking (**UT5 DAAU**) approved by the QCA in December 2019.

Aurizon Network acknowledges the important role it plays in the coal supply chains that rely on the below rail services provided by the Central Queensland Coal Network (**CQCN**). The UT5 DAAU negotiations provided customers greater influence in how the Access Undertaking supports the needs and interests of all supply chain participants.

The UT5 DAAU delivered a significant number of material benefits for access seekers, access holders and their customers through voluntary amendments to the Access Undertaking. These amendments formed part of a package deal that appropriately balances Aurizon Network’s risks and costs of operating the CQCN and the interests of our customers.

Various processes in the UT5 DAAU have embedded customer engagement in decision making, including on capacity and asset expenditure. Aurizon Network is seeking to build on these processes through the development of the next Access Undertaking.

Our Access Undertaking engagement objectives are to:

- > Continue to deliver on the negotiated undertaking benefits;
- > Develop subsequent agreed amendments that further enhance access to the CQCN; and
- > Extend the current Access Undertaking in a way that continues to deliver for current and future customers of the CQCN.

To achieve these objectives, Aurizon Network is committed to effective engagement and good faith negotiation, as key principles that can enhance the prospects of reaching outcomes that are acceptable to stakeholders and ultimately approved by the QCA.

I look forward to the engagement with our customers and stakeholders in ensuring the Access Undertaking continues to operate in the interests of customers and Aurizon Network.

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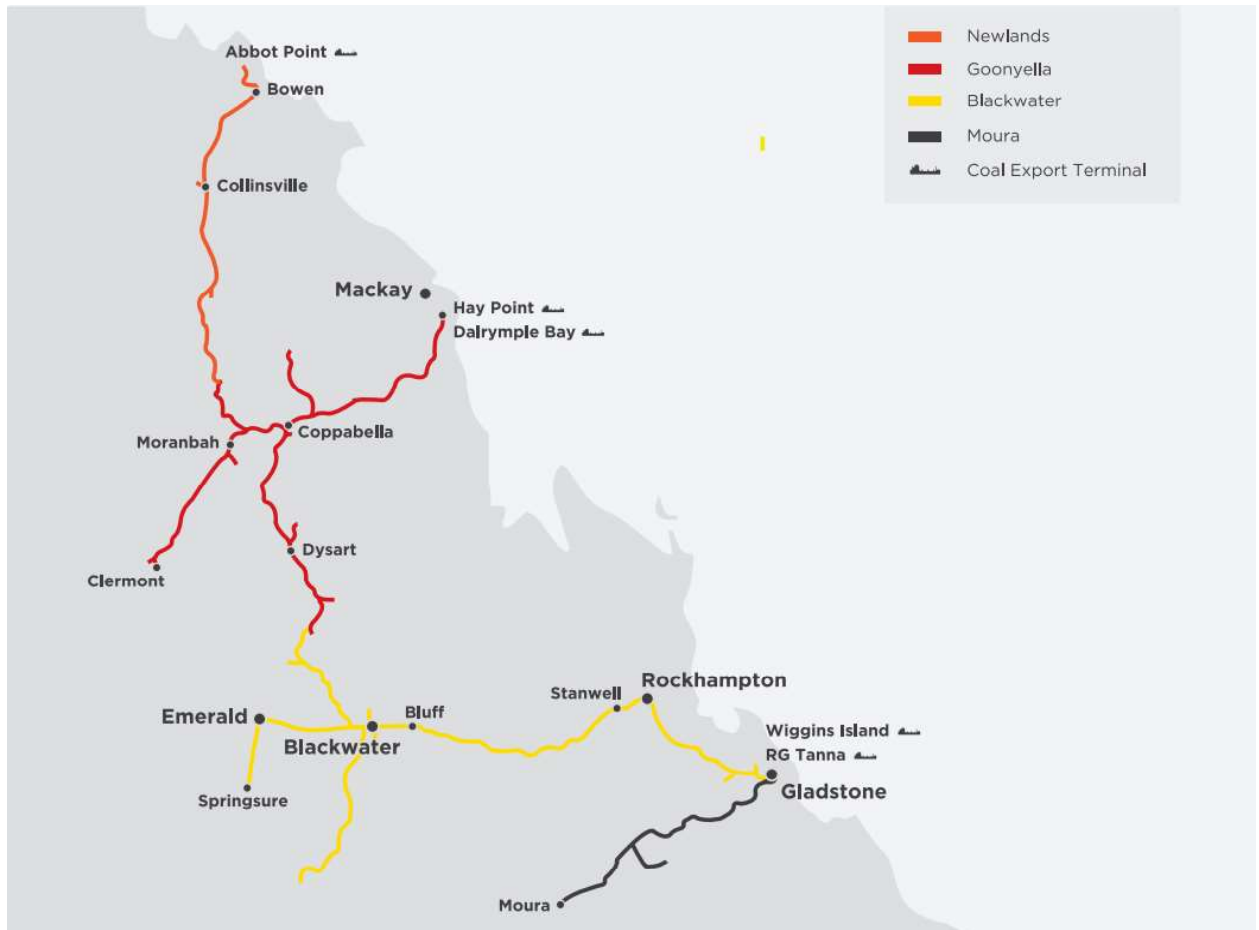
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About Aurizon Network

Aurizon Network operates and manages the Central Queensland Coal Network (CQCN) under 99-year leases from the QLD Government. These leases commenced in 2010. The CQCN connects over 40 mines to five export terminals, as well as to domestic customers (Figure 1).

The CQCN is a critical part of the global supply chain, with around half of all global seaborne export metallurgical coal (used for steel production) travelling across the network. This 2,670 km multi-user track network comprises four major coal systems: Newlands, Goonyella, Blackwater and Moura.

Figure 1 Aurizon's Central Queensland Coal Network



The Goonyella and Blackwater coal systems are also electrified railways providing flexibility to railway operators in the choice of technologies and offering opportunities for rail operators and customers to reduce scope 2 and scope 3 emissions with the transition to renewables in the National Electricity Market.

Around 70% of volume hauled across the network is considered metallurgical coal (the other 30% is thermal coal), with demand linked to Asian steel production. Access to our rail network is managed under a process approved by the competition regulator, the Queensland Competition Authority (QCA).

Aurizon Network makes a significant economic contribution to regional Queensland through local suppliers and contractors. Furthermore, Aurizon Network directly employs over 1,000 staff located in Central Queensland.

Key Statistics[^]

About our Coal Supply Chains

- 48 unique mine load-out facilities
- 5 coal export terminals
- 5 domestic unload points
- 5 rail operators

About our Assets

- 2,670 kilometres of narrow-gauge track kilometres
- 2,137 kilometres of electrified track
- 19 direct connections to the national electricity transmission network
- Aggregate deliverable coal network capacity of 263 million tonnes per annum
- \$6.0 billion in the Regulated Asset Base

About our Services

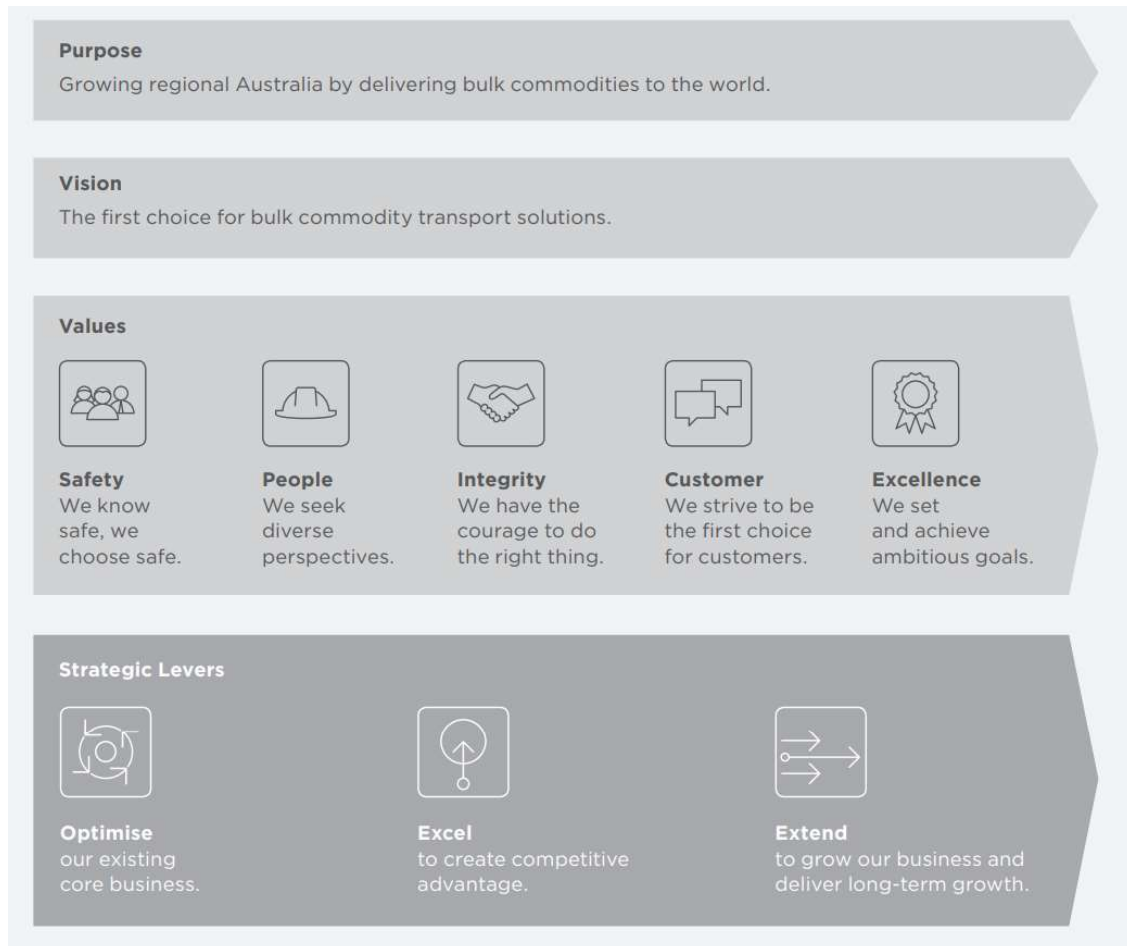
- 199 million tonnes of export coal and 9 million tonnes of domestic coal
- 81 billion gross tonne kilometres of coal services
- Coal access revenue of \$1.1 billion
- 1 billion gross tonne kilometres of non-coal revenue services
- Annual maintenance expenditure of \$164 million
- Annual asset replacement and renewals expenditure of \$289 million

[^]Key statistics as of 30 June 2023.

Our Vision, Values and Priorities

Our Strategy in Action framework, defined by our purpose, vision and values, continues to guide Aurizon’s pursuit of value creation and service delivery for customers and communities across Australia (Figure 2), with a particular emphasis on safety and supporting our customers to decarbonise to meet their sustainability targets.

Figure 2 Aurizon’s Strategy In Action Framework



Priorities for the next regulatory term

As the common link within and between complex supply chains, Aurizon Network is uniquely positioned to promote performance improvement within the CQCN to support the realisation of efficiencies and improve the competitiveness of our customers.

In our Engagement Design Discussion Paper in November 2023, we identified several factors which may be relevant to our engagement with customers and other stakeholders on the access arrangements to apply from FY28. These factors included:



Changing Industry Participation

The development of new metallurgical coal mines and the change in ownership of existing mines over the current regulatory period has introduced new industry participants who have not been previously involved in the development of an access undertaking and may have different interests and perspectives from incumbent participants.



Changing Financial Markets

Environmental, Social and Governance factors are changing debt and equity investor perceptions of thermal coal, and to a lesser extent metallurgical coal, which may adversely affect our customer's access to capital on reasonable terms. The cost of capital for coal export infrastructure is also unlikely to align with the standard finance assumptions for benchmark regulated infrastructure.



Changing Regulatory Environment

The rate of change to achieve decarbonisation targets and the pathways both domestically and internationally remain highly uncertain. Changes in regulatory arrangements which may influence that uncertainty are beyond the control of Aurizon Network and its customers.



Changing Market Dynamics

Following implementation of Transitional Arrangements or rectification of Existing Capacity Deficits in UT5, industry participants may become focussed on maximisation of Access through improving the productivity and utilisation.



Changing Medium to Long Term Demand Outlook

A number of factors are likely to influence the medium to long term demand for coal carrying train services in the CQCN. While demand for metallurgical coal is likely to remain relatively strong over the medium term, the demand for thermal coal is less certain.



Changing Technologies

The development of generative AI and other technologies may have a transformative impact on the performance of our supply chains. The access undertaking needs to be sufficiently flexible to support innovation and transformation with technological developments that may occur during the next regulatory term.

Our Engagement Design Discussion Paper sought views from stakeholders on the key challenges and uncertainties that are likely to be relevant to our engagement.

What we heard from stakeholders is they are broadly seeking:

- > stable and certain regulatory frameworks;
- > the ability to improve the productivity and efficiency of their supply chains; and
- > to embed and improve the industry engagement practices for asset management and operational performance.

Having regard to the key challenges and uncertainties and what we heard from stakeholders in developing the access arrangements to apply from FY28, Aurizon Network has identified 3 key priorities aligning to our strategic levers:

1. **Optimise:** Promoting the efficiency and utilisation of existing supply chain infrastructure;
2. **Excel:** Effectively and flexibly responding to long term demand uncertainty and changing market conditions in response to demand uncertainty; and
3. **Excel:** Further improving our customers' ability to influence and manage service delivery outcomes.

The Regulatory Model

The below rail services provided by Aurizon Network for the purpose of “*the use of a coal system for providing transportation by rail*” is a declared service pursuant to Part 5 of the Queensland Competition Authority Act 197 (QCA Act). On 31 May 2020, the Queensland Treasurer, with the support of Aurizon Network and the majority of coal customers, declared the above service for a period of 20 years; from 9 September 2020 to 8 September 2040.

Under the provisions of the QCA Act, access to the declared service may be provided by either a mandatory or voluntary access undertaking. On 19 February 2019, the QCA approved the 2017 Draft Access Undertaking submitted in response to a mandatory access undertaking notice issued on 11 May 2016.

The Queensland Rail Access Regime comprising:

- > access undertakings from Aurizon Network Pty Ltd and Queensland Rail Limited, as accepted by the QCA under the provisions of the QCA Act and amended from time to time; and
- > the rail safety regime in Queensland, which is established by the Rail Safety National Law (Queensland) Act 2017 (Qld), the Rail Safety National Law and provisions under the Transport Infrastructure Act 1994 (Qld),

was recommended by the National Competition Council (NCC) under section 44NA of the Consumer and Competition Act 2010 (Cwlth) as continuing to meet the requirements for certification and therefore should continue to be certified as an effective access regime. As the Commonwealth Minister did not publish a decision on the NCC recommendation, the Commonwealth Minister is taken to have made a decision (on 14 September 2021) to extend the certification for a period of 15 years. As a certified state-based access regime, Aurizon Network and its customers have confidence that the below rail services provided in the CQCN cannot be subject to the additional regulatory risk of an application for declaration under the National Access Regime.

An approved access undertaking may be amended through either a voluntary draft amending access undertaking (DAAU) or in response to a mandatory amending undertaking notice issued by the QCA. Following approval of the 2017 Draft Access Undertaking, Aurizon Network, in consultation with a significant number of its customers in the CCQN, developed and voluntarily agreed a variety of financial and operational modifications to the approved access undertaking. The modifications were approved by the QCA on 19 December 2019.

As a voluntary DAAU, the modifications included features that have not been included in past access undertakings. These modifications delivered improvements and created value that, on a holistic basis, benefit Access Holders, Access Seekers, End Users, Train Operators and other key stakeholders operating within the CQCN. These modifications included, among other matters:

- > an increase in regulatory certainty by extending the effective term of the 2017 Access Undertaking to 10 years. This was facilitated by an agreed methodology to reset the regulatory rate of return and other inputs on the reset date of 1 July 2023;
- > significant improvements in the disclosure and reporting of asset activity expenditure through the direct participation and involvement of customers in determining annual maintenance and renewal scope and budgets through establishment of the Rail Industry Group (RIG);
- > improved oversight to customers and the ability for customers to put forward proposed amendments to the regulatory arrangements;
- > greater transparency and improved performance accountability through the establishment of an independent body and the transfer of the following regulated functions to that body:

- monthly performance reporting;
 - initial capacity assessments and the determination of transitional arrangements necessary to correct any existing capacity deficits;
 - ongoing capacity assessments to provide access holders and access seekers confidence in, and visibility of, the deliverable network capacity; and
 - evaluation of Aurizon Network’s annual performance and the determination of performance rebates to customers where customer access rights have not been used due to a performance breach by Aurizon Network.
- > A strengthening of efficiency incentives through:
- A fixed operating expenditure allowance with non-compounding annual excess inflation adjustment; and
 - The payment of performance rebates for defined non-performance.
- > Limited funding commitments to prudent and efficient expansion of the network where the expansion would benefit more than one access seeker and to rectify capacity deficits.

These voluntary modifications and commitments made to the approved 2017 Access Undertaking formed part of a broader overall package and value exchange inclusive of Aurizon Network obtaining additional compensation to the benchmark WACC in two tranches:

- 20 basis points from the commencement of the UT5 DAAU; and
- a further 40 basis points from when Aurizon Network notifies the Chair of the RIG of the proposed options for addressing any Existing Capacity Deficits identified in the Initial Capacity Assessment Report.

Amend and Extend

Our preliminary engagement with the Rail Working Group, through the Queensland Resources Council (QRC), indicates general support for the broad retention of the customer centric regulatory arrangements implemented through the UT5DAAU.

Aurizon Network is strongly supportive of retaining and incrementally improving the current regulatory arrangements to achieve the three key priorities. The Rail Working Group has advised that it is supportive of ‘amending and extending’ the current access undertaking.

The preferred approach to *Amend and Extend* the current access undertaking is to submit a voluntary draft amending access undertaking to the QCA. This approach is strongly preferred to the lodgement of a voluntary draft access undertaking as it represents a stronger commitment from Aurizon Network and customers to preserve the regulatory arrangements established through industry engagement and negotiation. It also involves significantly lower regulatory risk to stakeholders that may arise from the regulator requiring the draft access undertaking to be amended in a way the regulator considers appropriate or developing and approving its own access undertaking.

Amending and Extending a voluntary access undertaking developed through direct industry negotiation has been a common feature of the Hunter Valley Access Undertaking (HVAU) where the negotiated 2011 HVAU has been subject to successive variations to extend the term of the undertaking with agreed amendments.

Our Commitment to Customer Engagement

Aurizon Network acknowledges that the CQCN is a critical component of supply chain infrastructure and our performance is important to our customer's success. This requires Aurizon Network to constructively engage customers to ensure the provision of below rail services in the CQCN is consistent with customer needs and appropriately compensates Aurizon Network's shareholders for the efficient provision of those services.

This approach is acknowledged by the QCA:

the access regime in Queensland is based on a negotiate–arbitrate framework, which envisages that, in the first instance, access to a declared service should be procured on the basis of terms and conditions that are commercially agreed between the access seeker and the provider of the declared service.

To provide customers and stakeholders confidence that the UT6 engagement will support an agreed outcome, we included the following engagement principles in our Engagement Design Discussion Paper and sought views on whether these principles are appropriate:

Our engagement practices will:

Be comprehensive and comprehensible. Stakeholders will feel that they have been provided with enough information and an appropriate level of detail that allows them to understand how Aurizon Network and stakeholders are affected by proposals and proposed changes. Customers are not surprised in the regulatory review process by new information.

Provide information in a timely manner. We will aim to prepare relevant information with sufficient time for stakeholders to consider and provide feedback. We will provide an appropriate platform for the sharing and provision of relevant information to relevant stakeholders.

Support participation and inclusion. The engagement process will allow relevant stakeholders to be involved in the development of the proposed access undertaking and we recognise the different levels of expertise and interest of stakeholders. We will support appropriate levels of participation in the engagement process.

Be transparent. We aim to be transparent about our considerations and decisions and the engagement process supports free and open discussion of ideas and issues without prejudice. But, as an ASX-listed company, there are rules regarding what can or cannot be disclosed. Stakeholders are also expected to comply with relevant competition laws through the engagement process.

Provide for influence. Stakeholders will feel they have been effectively engaged in the development of the regulatory proposals. Stakeholders will have the ability to influence decisions and proposals in which they are confident they have the information and expertise.

Stakeholders were supportive of the proposed engagement principles. The QRC suggested that an additional engagement principle be included:

Seek to reach agreement. Stakeholders should participate in the engagement process with the intention of reaching a negotiated outcome as a preference to a regulatory determined model.

Aurizon Network agrees with the QRC's additional principle as it aligns with the intent of the negotiate-arbitrate model. The QRC also considered 'providing for influence' to be a critical principle as it differentiates between consultation and engagement and the latter is an essential requirement for reaching a negotiated agreement.

Ultimately, the objective of the engagement process is for Aurizon Network to submit an amended Access Undertaking to the QCA which is fully supported by customers and that there is agreement on what matters are most appropriately reviewed by, and need the approval of, the economic regulator.

Aurizon Network recognises that the rail industry does not comprise homogeneous perspectives or interests and that not all stakeholders will support all proposed positions. Consequently, the draft amending access undertaking to amend and extend the term of the current access undertaking may be one that is capable of acceptance by the regulator. Aurizon Network acknowledges that the quality of the engagement process may be relevant to whether the draft amending access undertaking is capable of acceptance where a consensus agreement is not obtained.



How we will Engage Customers

Our Engagement Design Discussion Paper recognised that not all stakeholders need or want the same level of engagement and that it will be necessary to employ a number of engagement methods. We indicated that the following engagement methods were likely to be appropriate for the negotiation of the access arrangements to apply from FY28.



Rail Working Group – Representative Panel (RWG-RP)

The representative panel is a subgroup of customers from the Rail Working Group (RWG) which is sufficiently representative of:

- > current and future users;
- > small and large users; and
- > users across all coal systems.

The primary method of engagement will occur between Aurizon Network and the RWG-RP with most customers being informed and involved through their discussions within the RWG.

The RWG-RP is expected to openly and constructively engage Aurizon Network in the development of amendments to access undertaking.



Open Quarterly Forums

Periodic forums provide for customers and stakeholders who are not direct participants in the negotiation process to be consulted and informed on the progress of the negotiations. It also provides an opportunity for Aurizon Network to hear the voice of all customers.

The forums should be flexible in that they allow Aurizon Network and the Customer Engagement Panel, where this is the preferred engagement method, to present to broader customers and stakeholders.



Industry Advocates

Industry advocate bodies, such as the QRC, can assist in improving the coordination and administration of the engagement process. Industry advocate bodies also provide customers with additional support in the negotiation process through advisory services and analysis.



Technical Working Groups or Roundtables

Occasionally, more complex areas may benefit from a deeper level of engagement or discussion that also involve more specialist knowledge and skills areas such as economics, asset management, operations, finance and legal.

In these circumstances, the establishment of technical working groups or conducting round tables where the results, conclusions or outcomes are then communicated or shared through other engagement processes can serve a practical purpose.



Individual Customer Engagement

Aurizon Network understands and expects that customers and stakeholders may not find that the above processes provide the level of engagement they are seeking and may want to discuss matters specific to their own circumstances or seek additional information. Customers and stakeholders will be able to request individual meetings. This may also be the preferred approach adopted by Train Operators or non-coal access holders.

Stakeholder feedback on our proposed engagement methods was largely supportive and generally aligned with our expectations that:

- > the industry engagement would predominantly occur through the relevant industry representatives;
- > stakeholders want to be appropriately and sufficiently informed of how those engagements are progressing and how they might be impacted; and
- > individual customer engagement is important for stakeholders whose interests are not fully aligned with or may not be best represented by the representative panel, including rail operators.

Best practice regulatory engagement has placed increased reliance on customer representative panels to improve the efficacy of the engagement process. While Aurizon Network has a direct contractual relationship with its customers, those customers are of varying scale and across different coal systems. As such, the engagement process would benefit from a smaller targeted group of customers who will represent the interests of customers collectively. This is supported by the QRC who note that discussions between small working groups tend to be more productive and conducive to obtaining outcomes.

Aurizon Network agrees with this position and notes the RWG-RP needs to balance its size with adequacy of representation. In addition, the RWG-RP participant organisations need to:

- > be representative of a diverse customer base;
- > be committed to attend all relevant meetings, workshops and engagements;
- > engage with the process in good faith; and
- > retain a consistent level of representation over the engagement period to ensure consistency and fluency of the engagement process.

Aurizon Network notes the representative panel approach is largely consistent with the Hunter Rail Access Task Force model that has been successfully used in the negotiation of the HVAU since the development of the original negotiated voluntary access undertaking in 2011.

Rail Working Group Representation

The Rail Working Group has proposed a representative group comprising 6 participants from the following organisations:



The quarterly forums will be an essential mechanism by which Rail Operators are consulted on the progress of the engagements with the RWG-RP and they are encouraged to work with their customers in respect of how industry preferences and proposals may affect Rail Operators, and consequently, their customers services. Nevertheless, Aurizon Network anticipates Rail Operators may have specific matters they will wish to address through direct engagement.

Our Approach to the Access Undertaking from FY28

Aurizon Network considers that all stakeholders benefit from a stable and predictable regulatory environment. As a guiding principle, changes to the negotiated access undertaking should largely seek to address material changes in circumstances and implement incremental and continuous improvement.

Our approach to engagement on the access undertaking to apply from FY28 aligns with this philosophy and has been supported by members of the Rail Working Group. Accordingly, *amending and extending* the UT5 access undertaking through a draft amending access undertaking is our preferred approach to implementing negotiated and agreed changes to the access undertaking.

Aurizon Network also notes there appears to be support for a further long term regulatory period to prevail from FY28. The term of the access undertaking needs to be balanced against the uncertainty of future market conditions and outcomes. An extended regulatory term, similar to the 10-year arrangement with mid-term reset of input variables agreed in the UT5 DAAU, may be achievable where Aurizon Network and stakeholders agree, and or commit to, subsequent review arrangements in response to prospective future uncertainties.

The regulatory framework under the QCA Act which provides for further draft amending access undertakings, and the ability in the UT5 DAAU for end-users to prepare a draft amending access undertaking, provides reasonable flexibility to respond to material unforeseen events or material changes in circumstances not contemplated in the negotiated outcome.

Aurizon Network considers an amend and extend draft amending access undertaking will be expected to comprise amendments across 4 broad classifications (Figure 3).

Figure 3 Indicative Summary of Matters to be progressed through Industry Engagement



In addition to those amendments developed through industry engagement, some matters are appropriately the remit of the QCA to review and approve. This is particularly relevant to matters that involve confidential information, information asymmetry or regulatory complexity. It has been agreed with the rail working group that the following matters should be subject to QCA review and determination:

- tax depreciation schedules;
- tariff and revenue modelling; and
- operating expenditure forecasts subject to customer engagement on elements of that operating cost allowance.

It is possible that during the engagement process Aurizon Network and stakeholders conclude that other matters, particularly those involving reviews of estimating methodologies such as the debt risk premium, be reviewed and approved by the QCA.

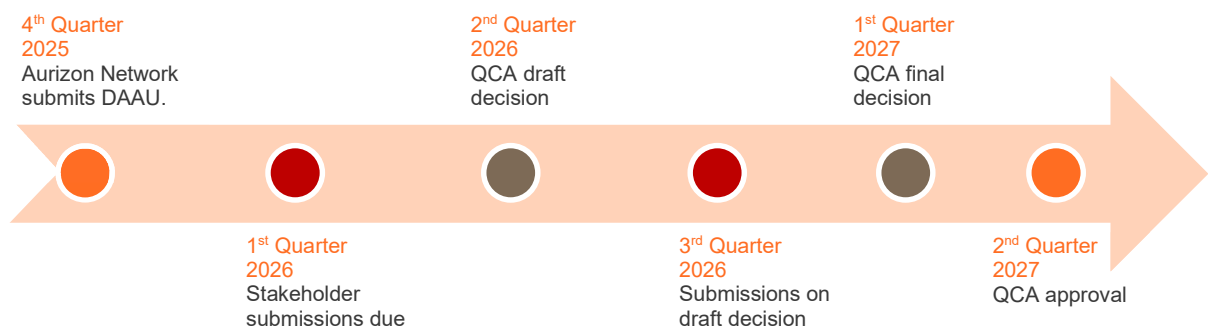
Aurizon Network also anticipates that the contract demand profile for Newlands and GAPE will change in the next regulatory pricing period such that Newlands Committed Capacity will exceed its current level and adjustments will be required to the respective cost allocations and pricing. However, the inputs to this review will not be known or understood until later in the engagement period and may depend on changes agreed through the amend and extend engagement process. Aurizon Network proposes to commence engagement on GAPE and Newlands pricing in the first half of 2025 and determine any necessary changes through a separate DAAU process with affected customers.

Aurizon Network and the rail working group is working through the scope of the matters to be negotiated in amending and extending UT5. This work is expected to be completed by the end of August 2024. This scope will be presented to the first quarterly forum in September.

Indicative Timeliness

The term of the current approved access undertaking expires on 30 June 2027. The timelines for the development of the amend and extend approach to UT5 have been established on the expected timeframes associated with the QCA review and approval of the proposed amendments. This approval process is expected to follow the timeline:

Figure 4 Indicative calendar year timeframes for the UT5 Amend and Extend DAAU







The indicative timelines in Figure 4 do not include a collaborative submissions stage as this procedural step is not necessary where the submitted DAAU has been developed through direct engagement with customers and other stakeholders.

The indicative timeline for the regulatory review process requires Aurizon Network to commence engagement on the amend and extend DAAU in the third quarter of 2024. Aurizon Network proposes to adopt a four-stage approach to how we engage customers and stakeholders in the negotiation and development of the DAAU.

It is expected that four open quarterly stakeholder forums will be conducted and these will coincide with each of these phases. In addition, some matters may be relevant to the commercial relationship between End-Users and Rail Operators and direct engagement with Rail Operators will need to occur in Stages 2 and 3 in relation to relevant aspects of proposed amendments.

Our Engagement Approach

			
Stage 1 Evaluate	Stage 2 Design	Stage 3 Refine	Stage 4 Compile
Mar – Aug 2024	Aug – Oct 2024	Oct 2024 – Mar 2025	Mar – Aug 2025
Purpose	Purpose	Purpose	Purpose
Develop and agree the scope of engagement and negotiation for subsequent stages. Obtain RWG member commitments.	Identify alternate approaches and concepts and agree to relevant design principles for solutions	Evaluate, determine and agree preferred approach and changes.	Prepare regulatory submissions, modelling and documentation. Prepare engagement report and obtain industry endorsement of proposed changes.
Engagement Activities	Engagement Activities	Engagement Activities	Engagement Activities
Direct meetings with the RWG-RP. 1-on-1 stakeholder meetings with non-coal and train operators. Inform stakeholders of agreed scope of engagement.	Emphasis on those matters expected to take significant time to assess and develop. Complex technical matters to be progressed through working groups. Inform stakeholders of engagement progress. Rail Operator input into design.	Detailed analysis and modelling of agreed options. Monthly Aurizon Network and RWG-RP engagements Consultation on proposed and agreed changes. 1-on-1 Stakeholder meetings on impact assessments	Consultation on proposed amendments. 1-on-1 Stakeholder meetings. Monthly Aurizon Network and RWG-RP engagements Collaborative drafting arrangements with RWG. Submit final DAAU proposal to the QCA.
Status	Status	Status	Status
In progress	To be completed	To be completed	To be completed

A detailed project timeline will be prepared and presented at the September open quarterly forum at the end of stage 1.

How to contact us

For our existing customers and access holders who are members of the rail working group you will be provided updates by the RWG-RP members and the QRC.

For our existing customers and access holders who are not members of the rail working group your main source of updates will be through your Customer Account Managers and the quarterly forums outlined above.

Where an existing customer or access holder wishes to discuss this Engagement Plan directly please contact your Customer Account Manager to arrange for meeting.

For other stakeholders, please feel free to get in touch with us with any questions or to make other comments. Please email your questions or comments to:

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