

2024 - 2025
Annual Report



Contents

Transmittal letter	1	Financial statements	42
Chair and CEO’s letter	2	Statement of comprehensive income	44
Introduction to ANI	4	Statement of financial position	45
Strategic plan	5	Statement of changes in equity	46
Overview of operations	6	Statement of cash flows	47
Corporate governance	18	Notes to the financial statements	49
Board and management	20	Index of requirements	76
Directors’ report	28	Corporate directory	80
Remuneration report	31		
Consolidated entity disclosure statement	36		
Auditor’s independence declaration	37		
Directors’ declaration	38		
Independent auditor’s report to the members	39		



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3 September 2025

The Hon Richard Marles MP
Deputy Prime Minister and Minister for Defence
Parliament House
CANBERRA ACT 2600

Senator the Hon Katy Gallagher
Minister for Finance
Parliament House
CANBERRA ACT 2600

Dear Ministers,

Australian Naval Infrastructure Pty Ltd 2024-25 Annual Report

I am pleased to submit the 2024-25 Annual Report for Australian Naval Infrastructure Pty Ltd (ANI or the Company), which has been prepared in accordance with the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

The Annual Report includes the financial statements for the financial year ended 30 June 2025 and reports on ANI’s progress during the financial year.

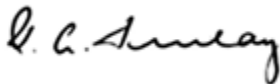
The Company’s primary purpose is to support the Commonwealth’s continuous naval shipbuilding program through:

1. acquiring, holding, managing and developing the infrastructure and related facilities used in connection with this program, and
2. efficiently and effectively managing this infrastructure (including providing access) in a manner that ensures an integrated and coordinated approach to the delivery of all aspects of this program.

ANI’s Board has approved this report in accordance with a resolution on 3 September 2025.

I would be grateful if you could endorse this document for tabling in Parliament.

Yours sincerely



RON FINLAY AM
Chair

Chair and CEO's letter



Andrew Seaton, Managing Director
and Chief Executive Officer (left)
with Ron Finlay, Chair (right)

It gives us great pleasure to present the 2024-25 Annual Report for Australian Naval Infrastructure (ANI).

The past year has seen the continuation of a transformation for ANI as we build the team and systems to progress the design and development of a new shipyard at Osborne in South Australia where Australia's new fleet of conventionally armed, nuclear-powered submarines will be constructed.

Safety is at the forefront of everything that we do, and we are pleased to report that ANI did not have any lost time or medical treatment injuries across our operations during the past year.

The construction of SSN-AUKUS submarines represents an ambitious undertaking by the Commonwealth Government and a significant advancement in our sovereign defence capability.

ANI is focussed on maturing its culture to reflect a 'nuclear mindset' to ensure that we contribute to Australia's objective of becoming an exemplary nuclear steward through maintaining the highest standards of nuclear safety, security and safeguards.

Working closely with the Australian Submarine Agency and together with BAE Systems and ASC, we have progressed the yard design and commenced early works activities to prepare the Osborne site.

The yard is, in itself, a very significant project which will challenge the local supply chains and contracting industries in terms of both the scale and complexity of the facilities.

Early works activities which are already underway include production demonstration facilities, comprising a series of workshops to support the qualification of the shipbuilder's processes and personnel. We have also commenced roadworks and utility relocations which are key enablers for the efficient design and operation of the precinct.

During March 2025, we were pleased to host the Deputy Prime Minister and the South Australian Premier for a sod turning event to mark the start of construction of a Skills and Training Academy Campus adjacent to the shipyard. This is a \$500 million investment to create a modern and efficient hub to facilitate the training of the thousands of shipyard workers who will build the submarines.

At the same time, we have continued to invest in upgrading the existing Osborne South shipyard, which is the location for the construction of Hunter class frigates by BAE Systems. During the year, we completed construction of a new outfitting support building and a series of access towers as part of the ship consolidation hall. These facilities, which include offices, workshops, stores and amenities have been designed to make the shipyard more efficient for the workforce.

We have also completed a major upgrade of the shiplift and an extension of the wharf as a key enabler for both the Hunter class frigate program and the Hobart class destroyer capability enhancement project.

The construction of a second blast and paint chamber to improve the throughput and efficiency of the Osborne South shipyard is also well advanced.

At the Osborne North shipyard, which is home to Collins class submarine sustainment activities, we have continued with a series of minor capital works projects to improve and upgrade facilities to support the life of type extension project for that platform.

Operationally, we successfully docked NUSHIP Arafura so that some final works could be undertaken by the shipbuilder on the hardstand prior to the handover of this new offshore patrol vessel to the Commonwealth.

And, subsequent to the financial year-end, we safely docked and transferred the air warfare destroyer HMAS Hobart to the hardstand area in support of the destroyer capability enhancement project. At approximately 5,300 tonnes, this docking evolution represented the largest load lifted by the upgraded shiplift, and the first time that a vessel of this size has been moved at Osborne using self-propelled modular transporters.

Overall, it has been a very busy and successful year for ANI. During the year our workforce expanded from 72 to 105 direct personnel, supported by over 600 contract personnel undertaking design and construction activities. These numbers will continue to grow as the nuclear-powered submarine construction yard project ramps up.

We would like to take this opportunity to acknowledge the dedication of the ANI team who have worked hard and continued to deliver on these essential projects in support of the Commonwealth's continuous naval shipbuilding and sustainment program.

We are proud to be a major part of the AUKUS program, and we look forward with energy and excitement to the significant opportunities that lie ahead.

RON FINLAY AM
Chair

ANDREW SEATON
Managing Director and CEO

Introduction to ANI

ANI is a Commonwealth company and a GBE, classified as a Public non-Financial Corporation (PnFC).

ANI’s primary object is to support the Commonwealth’s continuous naval shipbuilding program through:

- acquiring, holding, managing and developing the infrastructure and related facilities used in connection with this program, and
- efficiently and effectively managing the infrastructure (including providing access) in a manner that ensures an integrated and coordinated approach to delivery of all elements of this program.

All of the share capital in ANI is owned by the Commonwealth of Australia. As at 30 June 2025, ANI’s Shareholder Ministers were the Minister for Defence and the Minister for Finance.

Context: Naval Shipbuilding Plan and AUKUS

ANI’s primary function is to support the Commonwealth’s continuous naval shipbuilding program by being the owner, developer and manager of infrastructure and related facilities.

ANI is tasked with providing access and efficiently and effectively managing the infrastructure in a manner that ensures an integrated and coordinated approach to delivery of the shipbuilding program.

ANI’s sole focus is on the Osborne Naval Shipyard (ONS) located on the Lefevre Peninsula to the north of Adelaide which has a proud history of naval shipbuilding and sustainment.

In April 2024, the Australian Government introduced its first National Defence Strategy, establishing a unified framework for maritime, land, air, space and cyber – to protect Australia’s security interests.

This was followed by the December 2024 Naval Shipbuilding and Sustainment Plan, confirming a critical and long-term pipeline of work that is central to ANI’s purpose to support continuous naval shipbuilding and supports longer-term planning across a range of areas including asset management, workforce development and capability, and delivery of a long-term capital works program across the ONS.

In March 2023 the Commonwealth Government announced the optimal pathway for the procurement of Australia’s conventionally armed, nuclear-powered submarines (NPS) with the ONS selected as the preferred site for the construction of Australia’s fleet of SSN-AUKUS submarines.

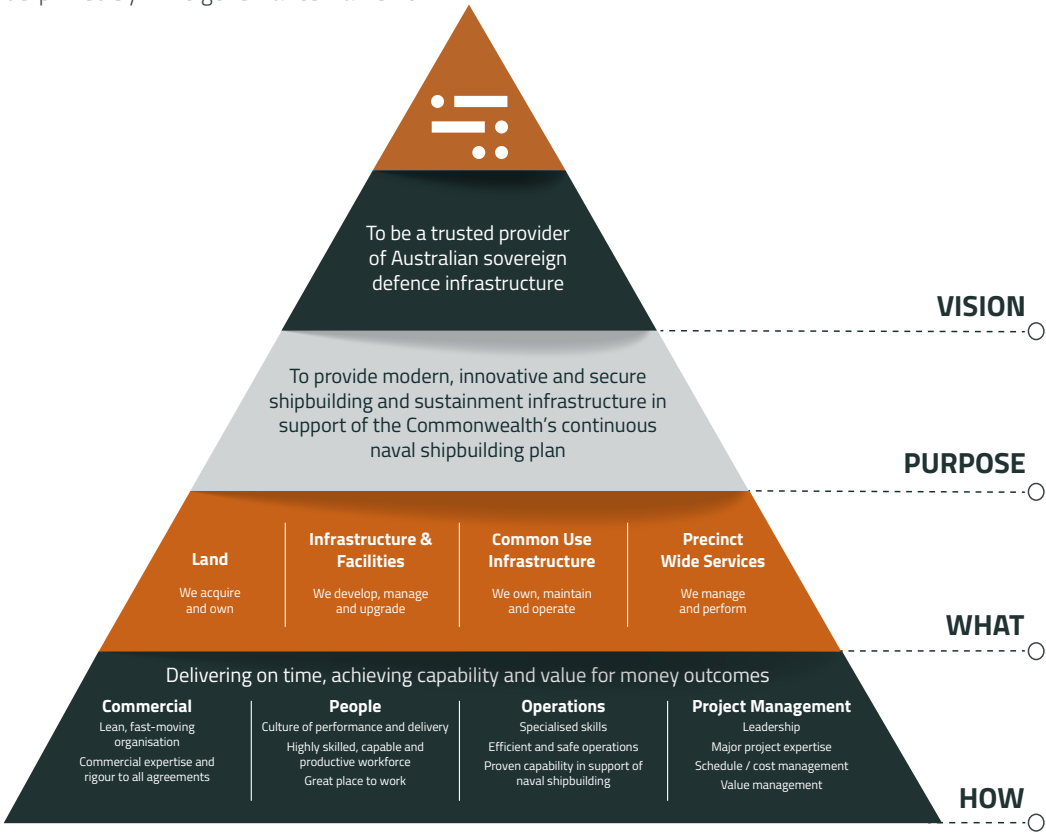
Together these strategic defence priorities have continued to direct ANI’s priorities in FY25.



Aerial view of Lefevre Peninsula

Strategic Plan

ANI’s vision, purpose and strategy is depicted in the following diagram, and is underpinned by ANI’s governance framework.



Values

ANI has articulated a set of values which represent the way the ANI team behaves and operates in pursuing its objectives.



Overview of Operations



ANI’s principal place of business is located within the Osborne Naval Shipyard (ONS) precinct in South Australia, where ANI owns the infrastructure necessary for naval vessel construction and sustainment. ANI’s assets include the following sites.

1. Osborne North (ONS-N) shipyard

The existing Osborne North (ONS-N) shipyard is the location for the full-cycle docking and maintenance of the Royal Australian Navy’s six existing Collins class submarines (CCSM) which is undertaken by ASC Pty Ltd (ASC).

2. ONS-N NPSCY site

This is the preferred site for the development of the NPS construction yard (NPSCY), and comprises a mix of vacant, partially improved and improved land spanning over 100 hectares.

3. Skills and Training Academy Campus (STAC) site

This is over 20 hectares of vacant land located adjacent to the NPSCY site on Pelican Point Road. The STAC is being developed to facilitate the growth in workforce required to support the build of the SSN-AUKUS submarines and surface combatants.

4. Osborne South (ONS-S) shipyard

The shipyard at ONS-S comprises a mix of legacy assets and new facilities which were built as part of the Osborne South Development Project (OSDP) and completed in 2020 to support the continuous build of major warships.

Legacy assets on the eastern side of the yard are being utilised by the Offshore Patrol Vessel (OPV) program for the build of the first two Arafura class OPVs by Luerssen Australia Pty Ltd (Luerssen). The remainder of the yard, including all the new facilities, are tenanted by BAE Systems Maritime Australia

(BAESMA) for the Hunter class frigate (HCF) program. BAESMA will progressively occupy the areas currently used by Luerssen when the OPV program at Osborne is complete, which is anticipated by end 2025.

5. Common User Facility (CUF)

ANI owns and operates the CUF and associated infrastructure at Osborne including the wharf, dry berth, transfer system, shiplift and a fleet of self-propelled modular transporters (SPMTs) and provides services to the shipbuilding programs and other commercial users of the shipyard.

Other common use infrastructure owned and managed by ANI includes carparking areas associated with the ONS.

6. ANI’s office

ANI’s Osborne office is located at the entrance to the CUF. The office provides modern facilities co-locating the ANI operations, facilities, precinct projects teams alongside the shipyard near ANI’s tenants, together with some corporate functions.

ANI’s IDO in the Adelaide CBD has been established for design and delivery of the NPSCY. This office houses ANI corporate functions and NPSCY project teams, together with ANI’s design, delivery and project management partners, and representatives from the ASA and ASC.

7. Building S101

This is an office and training facility, located alongside the ONS-S shipyard. Since November 2023, ANI has licensed this premises to BAESMA in support of the HCF program.

Performance

The key objectives outlined in ANI’s 2024–25 Corporate Plan have been achieved. These include:

Safety & Security

- Zero lost time injuries, medical treatment injuries or serious injuries. There was one notifiable incident (a dangerous incident) under Part 3 of the *Work Health and Safety Act 2011* (Cth)
- Continuous improvement to strengthening physical, system and technology security measures and maintaining compliance with *Security of Critical Infrastructure Act 2018* (Cth) requirements

Operations

- Safely undertook operations, supported by the upgrade to the CUF shiplift and successful docking of NUSHIP Arafura (OPV) in February 2025
- Provided services and ensured availability of facilities to shipbuilding programs, including upgrades to the wharf as part of the Marine Works project

Precinct Projects

- Progressed delivery of Osborne precinct projects including Mersey Road entrance and carpark upgrade, building facility upgrades and modernisation and systems integration work at Osborne North

STAC

- Accelerated design, commenced early site works, appointed the Early Contractor Involvement (ECI) contractor and turned the first sod

NPSCY

- Expanded the IDO to support the growing workforce, with 600 people inducted into the IDO in FY25
- Substantially progressed Siting and Site Evaluation Report (SSER) studies to support the Site Licence Application
- Commenced market engagement on the delivery strategy and appointed transaction advisors
- Completed concept design for Area 1 and substantially progressed concept design for Area 2
- Appointed the construction partner for the development of the Link Road infrastructure and made substantial construction progress
- Continued to progress gas and power utility relocations, and
- Appointed the ECI contractor for the Production Demonstration Facilities, completed the Detailed Design Report and commenced site works.

Workforce

ANI’s organisational structure has been reshaped in FY25 to provide additional Executive leadership for the company’s operations, NPSCY program and corporate priorities.

These changes have included the establishment of additional capacity in supporting functions, key to the capability required to support the NPSCY program and base operating business.

Two new Executive leadership positions were established including Program Director AUKUS and Executive General Manager Corporate Affairs and People. The creation of these new roles and supporting functions have further expanded ANI’s capability in nuclear safety, security and regulation, workforce capability, planning and development.

Adding to these capabilities, which are critical to the preparation, planning and delivery of the NPSCY, ANI has also grown its workforce in Project Delivery, Risk, and ICT.

Direct recruitment and engagement with experienced service providers has established a strong capability within the NPSCY program, and during FY25 a market sounding process for a Capability Partner was launched to extend that expertise and capability in FY26.

In further support of building ANI’s capability in nuclear stewardship in FY25, the ANI Board, Executive and key

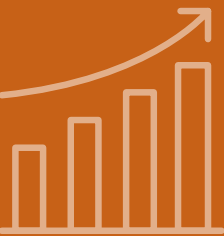
personnel have been undertaking training, development and familiarisation programs to build ANI’s collective knowledge and support its role in the NPS enterprise as the developer and owner of nuclear regulated facilities.

This development is building the foundation for the continued development of ANI’s Nuclear Baseline Strategy.

ANI undertakes an annual Employee Engagement Survey to monitor engagement across the workforce and identify strengths and areas for improvement and these insights inform People & Culture initiatives for the forward year. This year’s survey continued to demonstrate the strong sense of pride and purpose our staff bring to work every day and highlighted their goals for career growth in FY26.

ANI’s workforce comprises a diverse range of people across age, gender, cultural backgrounds and life experiences. Gender diversity is strong having regard to the nature of construction and defence industries which tend to be male dominated, with females representing 43% of ANI’s executive team and 33% of ANI’s total ongoing employees.

As at 30 June 2025, ANI had 105 employees.



THE KEY OBJECTIVES
OUTLINED IN ANI’S
2024-25 CORPORATE PLAN
HAVE BEEN ACHIEVED



Preparing for docking operations

Workforce Overview

Ongoing

2024-2025	Man/ Male	Woman/ Female	Non-binary	Prefers not to answer	Uses a different term	Total	Total (%)
Full-time	70	30	-	-	-	100	95
Part-time / casual	-	5	-	-	-	5	5
Total	70	35	-	-	-	105	100
Percentage	67	33					

2023-2024	Man/ Male	Woman/ Female	Non-binary	Prefers not to answer	Uses a different term	Total	Total (%)
Full-time	49	16	-	-	-	65	90
Part-time / casual	-	7	-	-	-	7	10
Total	49	23	-	-	-	72	
Percentage	68	32					100

Non-ongoing

2024-2025	Man/ Male	Woman/ Female	Non-binary	Prefers not to answer	Uses a different term	Total	Total (%)
Full-time	-	-	-	-	-	-	
Part-time / casual	-	-	-	-	-	-	
Total	-	-	-	-	-	-	
Percentage							

2023-2024	Man/ Male	Woman/ Female	Non-binary	Prefers not to answer	Uses a different term	Total	Total (%)
Full-time	-	-	-	-	-	-	0
Part-time / casual	1	-	-	-	-	1	100
Total	1	-	-	-	-	1	
Percentage	100	0					100

All ANI staff are currently based in South Australia.
ANI does not have any subsidiaries.

Safety

ANI takes a proactive approach to the management of work health and safety through appropriate management systems and programs, including employee health checks, inductions and safety related training.

ANI has a safety motto of ‘safety never gets time off’ to serve as a constant reminder that safety should be at the forefront of employees’ minds, both at work and at home. This message has been incorporated into the ANI Values referred to on page 5. The positive safety culture continues to be demonstrated at ANI, in part by high levels of reporting. ANI measures this through both the use of lead indicators, recording the number and nature of observations, inspections, hazard alerts, drills and audits, as well as traditional lag indicators.

ANI is committed to maintaining a strong safety culture and has supported staff with WHS training and increased leadership safety inspections of the CUF and site-specific project walks throughout FY25. This active leadership focus on safety across our operations and projects is strengthened by quarterly CEO led safety briefings.

The engagement of specialist safety culture advisers in FY25 has supported leadership to review and design opportunities to invest in and innovate the systems, practices and leadership necessary to continuously improve and strengthen safety.

Contractors undertaking ANI’s construction projects operate under their own safety management systems. ANI monitors the safety performance of all projects to ensure safety systems are operationalised and provide a safe place to work.



Preparing for HMAS Hobart docking

Community

ANI recognises its responsibility as one of many stakeholders operating on the Lefevre Peninsula, and is committed to supporting a thriving, sustainable local community for future generations.

ANI’s approach to stakeholder engagement is grounded in early, open, and transparent communication, particularly with local government, community members, and industry. This helps to ensure diverse perspectives are incorporated into planning and decision making for future developments.

Over the past year, ANI has continued to foster meaningful connections with the community through a range of activities. These included hosting community drop-in sessions, participating in local interest group meetings, and delivering a comprehensive engagement program to support public understanding of the Environmental Impact Statement (EIS) for the NPSCY.



EIS community consultation

This engagement strategy is aimed to inform, invite feedback and promote inclusive participation through varied communication channels.

Key elements included direct mail to residents near the ONS, online information resources, and drop-in information sessions held in Adelaide, Port Adelaide, and Osborne. These sessions have provided community members with the opportunity to ask questions and discuss the EIS with project team representatives.

ANI remains committed to strengthening relationships with local Aboriginal and Torres Strait Islander communities, recognising this as a foundational step toward reconciliation.

In FY25, ANI has continued to embed reconciliation principles into everyday business operations.

The focus has been on reflection, engagement, and the integration of First Nations perspectives into core business functions. Key initiatives have included:

- conducting a comprehensive review of internal policies, including HR and procurement, to foster cultural safety and inclusivity
- actively participating in the Osborne Precinct Reconciliation Action Plan (RAP) Collaboration Group, strengthening partnerships and shared learning
- hosting a consultative session with local First Nations businesses to gather feedback on ANI’s RAP and to shape future actions
- distributing Acknowledgement of Country lanyard cards to reinforce cultural awareness and everyday recognition, and
- formally embedding Acknowledgement of Country into the opening of internal meetings and IDO inductions.

Environment

ANI is committed to minimising the impact of its operations on the environment and pursues the following objectives:

- to promote a strong and consistent environmental protective culture across the organisation, including with contractors, tenants and visitors
- through continual improvement, to develop systems and processes to protect the environment and minimise, or where possible, eliminate ANI’s impact on the environment
- to comply with, or exceed, the requirements of ANI’s EPA licence and other relevant legislative requirements, and
- to ensure appropriate resources are available, training is undertaken and communication is provided to protect the environment so far as is reasonably practicable.



The ONS is located on the Lefevre Peninsula in South Australia

The implementation of ANI’s policy and the above objectives occurs through ANI’s Environmental Management Plan and ISO 14001 certification.

ANI continues to implement environmentally sustainable practices for the operation and maintenance of the ONS. By implementing ANI’s Environment Management Plan, and expanding it to include design and construction ANI is able to evaluate, manage and communicate environmental issues. The plan supports ANI’s work to minimise potential impact from construction and operational activities on the environment, including biodiversity, soil, water, air and waste.

ANI has complied with all applicable environmental regulations and site-specific environmental licence requirements, and there have been no environmental incidents in the reporting period requiring official regulatory notification.

Sustainability

ANI continues to pursue environmentally sustainable practices in the operation and maintenance of the ONS and aims to reduce adverse whole-of-life social, environmental and economic impacts of its activities.

With the addition of the NPSCY program, the footprint of activities at the ONS is expanding significantly. In parallel with this expansion, ANI acknowledges the increasing expectations for the infrastructure and project delivery sector to mature sustainability practices including measurement and monitoring.

In FY25 ANI commenced a process to inform the organisation’s approach to climate disclosures and sustainability at both a strategic and an operational level, including the consideration of mandatory reporting requirements (as required by Accounting Standard, AASB S2 Climate-related disclosures) which becomes effective for ANI from 30 June 2028.

This work will contribute to shaping and articulating ANI’s sustainability commitments and priorities for existing and future infrastructure construction and operation. It will also ensure compliance with regulatory requirements and alignment with strategic Commonwealth and State sustainability policies.

Climate-related risks

ANI’s Board and management assesses climate risk at an enterprise level via the corporate risk register where risks are documented and monitored.

Given the location of the ONS and the nature of operations, extreme weather and rising sea levels remain ANI’s highest rated climate-related risks. These risks are considered when designing and submitting development applications for new buildings and infrastructure.

To ensure data remains relevant and current, ANI has contributed resources to support the South Australian Department of Environment and Water (DEW) to undertake sea flood mapping and impact assessment for Port Adelaide and surrounds. This work provides valuable information to consider for the planning, construction and maintenance of infrastructure on the northern Lefevre Peninsula.

ANI is also assisting in the reduction of rising urban heat by implementing the planting of vegetation native to the area as part of its development activities. To date more than 5000 plants have been planted as part of projects at the ONS.

ANI will continue this activity by ensuring landscape designs prioritise local native vegetation species in plantings for future revegetation and landscape works at Osborne South, and major projects such as Link Road, the STAC and the NPSCY.

Greenhouse gas emissions

A company’s greenhouse gas emissions are classified into three scopes:

- Scope 1: direct emissions from company-owned and controlled resources
- Scope 2: indirect emissions from the generation of purchased energy from a utility provider
- Scope 3: all indirect emissions not included in scope 2 that occur in a company’s value chain, both upstream and downstream.

A controlling corporation must apply to be registered under the *National Greenhouse and Energy Reporting Act 2007* (Cth) (NGER Act) if the corporation’s group meets one or more of the thresholds detailed in the NGER Act. Registered corporations that exceed either a corporate group or a facility threshold must report their scope 1 and scope 2 emissions and energy production and consumption data to the Clean Energy Regulator under section 19 of the NGER Act.

With reference to the ONS, scope 1 emissions fall predominantly under the responsibility of ANI’s tenants who exercise operational control over their respective facilities. Scope 1 emissions, attributable directly to ANI, relate to the CUF and are below the NGER Act reporting threshold.

Climate Action in Government Operations - APS Net Zero 2030 emissions reporting

APS Net Zero 2030 is the Government’s policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030 and transparently report on its emissions. As part of the Net Zero in Government Operations Strategy, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions in accordance with the APS Net Zero Emissions Reporting Framework.

To ensure consistency across reporting, entities are required to calculate their emissions in accordance with the APS Net Zero Emissions Reporting Framework and generate the emissions inventory tables using the tools provided by the Department of Finance. The Greenhouse Gas Emissions Inventory table documents ANI’s greenhouse gas emissions over the 2024–25 period, with results are presented based on Carbon Dioxide Equivalent (CO₂-e) emissions. This reporting also contributes to complying with requirements under section 516A of the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999* (Cth).

At a minimum, Commonwealth entities and Commonwealth companies are required to use both the location-based and market-based electricity greenhouse gas emissions table templates, to report their greenhouse gas emissions inventory in their annual reports.



ONS-S shipyard

The location-based approach calculates the emissions from the local area in which the energy is consumed, while the market-based approach accounts for electricity purchased through contractual instruments and assigns the associated emissions to the purchasing entity.

The table below presents emissions related to electricity usage using the location-based accounting method:

2024-25 GREENHOUSE GAS EMISSIONS INVENTORY– LOCATION-BASED METHOD

Emission Source	Scope 1 t CO ₂ -e ¹	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location-based approach)	N/A	695.42	151.18	846.60
Natural gas	-	N/A	-	-
Solid waste	-	N/A	79.36	79.36
Refrigerants	-	N/A	N/A	-
Fleet and other vehicles	-	N/A	-	-
Domestic commercial flights	N/A	N/A	70.40	70.40
Domestic hire car	N/A	N/A	-	-
Domestic travel accommodation	N/A	N/A	6.73	6.73
Other energy	24.51	N/A	6.39	30.90
Total t CO₂-e	24.51	695.42	314.05	1033.98



Load testing the newly upgraded CUF shiplift

The table below presents emissions related to electricity usage using both the location-based and the market-based accounting methods:

2024-25 ELECTRICITY GREENHOUSE GAS EMISSIONS

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (Location Based Approach)	695.42	151.18	846.60	3,023,561.39
Market-based electricity emissions	2,003.47	272.08	2,275.55	2,473,424.40
Total renewable electricity consumed	n/a	n/a	n/a	550,136.99
<i>Renewable Power Percentage ¹</i>	n/a	n/a	n/a	550,136.99
<i>Jurisdictional Renewable Power Percentage ^{2,3}</i>	n/a	n/a	n/a	-
<i>GreenPower ²</i>	n/a	n/a	n/a	-
<i>Large-scale generation certificates ²</i>	n/a	n/a	n/a	-
<i>Behind the meter solar ⁴</i>	n/a	n/a	n/a	-
Total renewable electricity produced	n/a	n/a	n/a	-
<i>Large-scale generation certificates ²</i>	n/a	n/a	n/a	-
<i>Behind the meter solar ⁴</i>	n/a	n/a	n/a	-

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

¹ Listed as Mandatory renewables in 2023-24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

² Listed as Voluntary renewables in 2023-24 Annual Reports.

³ The Australian Capital Territory is Currently the only state with a jurisdictional renewable power percentage (JRPP).

⁴ Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

Caveats:

- Emissions from hire cars for 2024-25 may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.
- A portion of solid waste data was estimated based on the net lettable area of the tenancy.

Corporate Governance

ANI is incorporated as a company under the *Corporations Act 2001* (Cth) (Corporations Act), is limited by shares, and is subject to the PGPA Act.

All share capital of ANI is owned by the Commonwealth of Australia.

Under the PGPA Act, ANI is a Commonwealth Company, PnFC, and prescribed as a GBE. While the Corporations Act is the primary regulatory framework, the PGPA Act sets the standards of governance and accountability and imposes specific duties on ANI’s Board and executive relating to the use and management of resources.

Shareholder Ministers

ANI sits within the Finance portfolio of the Australian Government. Its Board reports to both the Minister for Defence and the Minister for Finance as Shareholder Ministers.

As at 30 June 2025, ANI’s Shareholder Ministers were:

- Deputy Prime Minister and Minister for Defence, the Hon Richard Marles MP, and
- Minister for Finance, Senator the Hon Katy Gallagher.

Ministerial directions

ANI did not receive any direction by a Minister under its constitution, an Act or other instrument, or any government policy orders (under section 93 of the PGPA Act) in FY25.

PGPA Act and PGPA Rule

ANI operates within the PGPA Act which sets out the requirements for the governance, reporting and accountability of Commonwealth entities and Commonwealth companies.

GBE requirements

ANI is prescribed as a GBE within the definitions outlined in the PGPA Act. As a GBE, ANI is required to follow the GBE guidelines.

Wholly owned GBEs (including ANI) are required to prepare a Corporate Plan and Statement of Corporate Intent (SCI) in consultation with Shareholder Ministers.

These documents focus on the purpose and corporate outlook of the GBE and express the expectations of its management in relation to future financial and non-financial performance.

ANI’s 2025-26 Corporate Plan and SCI were developed in June 2025, with the SCI being published on ANI’s website at www.ani.com.au in August 2025.

The Board

As at 30 June 2025, the ANI Board comprised five members with two vacant positions following expiry of two directors’ terms in late June 2025. A process is underway to fill those vacancies.

The Board is chaired by an independent non-executive director and the roles of Chair and Managing Director are separate. The Managing Director is the only executive director on the Board and is also the Chief Executive Officer. All other directors are independent non-executive directors.

The Board is responsible for the corporate governance of ANI and operates within an approved Board charter. Each director is appointed by the Shareholder Ministers pursuant to a formal letter of appointment.

Chair

Ron Finlay AM was appointed as Chair on 11 December 2024. The Chair is responsible for the leadership of the Board and for the efficient and proper functioning of the Board, including maintaining relationships with the Shareholders. The Chair’s current term is due to expire on 10 December 2027.

The Board’s role and responsibilities

The Board acts in the best interests of ANI as a whole and on behalf of the Shareholder Ministers, representing the Commonwealth, and is accountable to the Shareholder Ministers for the overall strategic direction, management and corporate governance of ANI.

Subject to the PGPA Act, the constitution and directions from the Shareholder Ministers, the Board is responsible for:

- determining and fostering a corporate culture within the organisation that is appropriate to ANI
- overseeing ANI, including control and accountability systems
- appointing and monitoring the performance of the CEO and the Company Secretary and, where appropriate, the removal of the CEO and the Company Secretary
- providing strategic advice to management
- approving and monitoring the progress of major capital expenditure projects, capital management, acquisitions and divestitures, as well as financial and other reporting
- approving the annual Corporate Plan (including budgets and key performance indicators), reviewing ANI’s performance against the Corporate Plan and monitoring the implementation of corrective actions where necessary
- reviewing and interrogating systems of risk management, internal control and legal compliance to satisfy itself that appropriate compliance frameworks and controls are in place
- reviewing and overseeing the implementation of ANI’s Code of Conduct
- establishing Board committees where required and approving the composition, and any charters, of Board committees
- monitoring and verifying compliance with legal and regulatory requirements, ethical standards and policies, and
- ensuring that ANI complies with its work, health and safety obligations.

Board committees

Audit and Risk Committee

The Board established an Audit and Risk Committee in August 2017 to assist in carrying out its responsibilities. The Audit and Risk Committee’s charter, which was last reviewed and approved by the Board in November 2024, sets out the matters relevant to the composition,

responsibilities and administration of the Committee. The charter is published on [ANI’s website](https://www.ani.com.au/wp-content/uploads/2024/11/Audit-Risk-Committee-Charter-approved-Nov-2024.pdf). <https://www.ani.com.au/wp-content/uploads/2024/11/Audit-Risk-Committee-Charter-approved-Nov-2024.pdf>

The Audit and Risk Committee meets four times a year. A quorum for an Audit and Risk Committee meeting is two Audit and Risk Committee members.

The objectives of the Audit and Risk Committee are to:

1. help the Board achieve its objectives in relation to reviewing the appropriateness of:
 - a. financial reporting
 - b. performance reporting
 - c. system of risk (financial and performance) oversight and management
 - d. systems of internal control, and
 - e. the application of accounting policies
2. maintain and improve the quality, credibility and objectivity of the financial accountability processes
3. assess ANI’s risk management principles, policies, processes and practices so that it can satisfy itself that:
 - a. adequate systems are in place for the effective identification and assessment of all areas of potential material business risk
 - b. adequate policies, processes and procedures have been designed and implemented to manage identified material business risks
 - c. appropriate action is undertaken to bring the identified material risks within ANI’s risk tolerance levels
 - d. a culture of compliance is promoted, and
 - e. compliance strategies and functions are effective
4. establish and maintain effective internal and external audit functions, and communication between the Board and the internal and external auditor, and
5. verify that financial compliance strategies and financial compliance functions are effective.

As at the date of this report, the Audit and Risk Committee comprises Andrea Hall (Chair), and Andrea Sutton. The third position is vacant pending appointment of a new director.

Board and management

The names and details of directors and executive management in office as at 30 June 2025 are as follows:



Ron Finlay AM
LLB

Chair and Non-Executive Director

Ron was appointed as Chair on 11 December 2024 and his current term will expire on 10 December 2027.

Ron is the Chief Executive of Finlay Consulting and a sole practitioner trading as R A Finlay Lawyer. He is regarded as one of Australia’s leading infrastructure and governance specialists. He has over 40 years’ experience in infrastructure, property, construction and development projects including a number of significant roles as project director, lead negotiator or facilitator of major infrastructure and projects in Australia and overseas for both public and private sector organisations.

Ron is the independent Chair of the Sydney Transport Partners//WestConnex Groups and a Board member of Macquarie Point Development Corporation. For seven years, Ron was a Commonwealth Government appointed member of the Australian Naval Shipbuilding Advisory Board / Expert Advisory Panel, responsible for the oversight of the naval shipbuilding programs for the Department of Defence. Ron is or has been the Chair or member of over 20 Dispute Avoidance Boards in the infrastructure industry.



Andrea Sutton
BE (Chem), GradDip Economics, GAICD

Non-Executive Director

Andrea was appointed on 26 September 2023. Her current term will expire on 25 September 2026.

Andrea is a non-executive director serving on the boards of Iluka Resources, Perenti Limited, the Water Corporation (WA) and the Australian Red Cross Society.

Andrea has held several executive roles in safety, human resources, security, infrastructure management, and sales within the coal mining sector, including CEO and Managing Director of Energy Resources of Australia (ERA), and Chair of the Minerals Council of Australia – NT Management Committee. During a 19-year career at Rio Tinto she undertook the roles of General Manager of Operations at the Bengalia Mine and General Manager of Infrastructure, Iron Ore. Previously Andrea served on the boards of ERA and DDH1, the Infrastructure WA Board, Australia’s Nuclear Science and Technology Organisation and Red 5 Limited.

Andrea has a Bachelor of Chemical Engineering from the University of Melbourne, a Graduate Diploma in Economics from the University of New England in Australia and is a Graduate Member of the AICD.



Andrea Hall
B Comm, FCA, FAICD

Non-Executive Director

Andrea Hall was appointed on 14 February 2025. Her current term will expire on 13 February 2028.

Andrea is an experienced non-executive director currently serving on the boards of Evolution Mining Ltd, Perenti Group Ltd, the Commonwealth Superannuation Corporation and Western Power.

Andrea is a former KPMG Risk Consulting partner. In addition to her executive experience with risk and people roles within KPMG, Andrea has over 30 years’ experience in corporate, operational and board governance, risk and financial management. She was previously on the Senate of Murdoch University and a former Chair and member of the WA Council for the Chartered Accountants Australia and New Zealand.

Andrea is an experienced listed company and government entity director and chairs Audit and Risk Committees where she brings a focus on both financial and non-financial risks.

Andrea has a Bachelor of Commerce (Accounting/ Finance) from the University of Western Australia, and a Masters in Applied Finance (Corporate Finance). She is a Fellow of the Chartered Accountants Australia New Zealand and a Fellow of the AICD.



Kathryn Toohey AM CSC
Exec MBA, M Mngmt, BE (Elec) Hons,
Grad Dip IT, GAICD

Non-Executive Director

Kathryn was appointed on 11 December 2024. Her current term expires on 10 December 2027.

Kathryn is a non-executive director serving on the boards of Austal, Defence Health, Cylent International and the GWS Giants (AFL and Netball). She is a member of the Executive Council of the Australian Strategic Policy Institute, Defence South Australia Advisory Board and the Swinburne Defence Advisory Board.

Kathryn is a former Army officer serving for over three decades and retiring at the rank of Major General.



Andrew Seaton

BE (Chem) (Hons), GradDip Bus Admin, GAICD

Managing Director and Chief Executive Officer

Andrew joined ANI in July 2017 and was appointed as Managing Director and Chief Executive Officer in April 2020. His current term will expire on 5 April 2028.

Andrew has over 35 years’ business experience encompassing a broad range of executive management, finance, investment banking, engineering and project management roles. Prior to joining ANI he was CFO of Santos Limited and was previously a Vice President in investment banking with Merrill Lynch. He is a non-executive director of Homestart Finance Ltd.

Andrew has an honours degree in Chemical Engineering, a Graduate Diploma in Business Administration and is a Graduate Member of the AICD.



Sally McLennan

LLB (with Honours), GDLP, BMgt, GAICD

General Counsel and Company Secretary

Sally was appointed as General Counsel and Company Secretary in August 2017.

Sally is an experienced in-house commercial and corporate lawyer and has over 35 years’ business experience. Prior to joining ANI, she held senior legal roles at ASC Pty Ltd and Santos Limited. Sally’s prior experience includes commercial and human resources roles across industries, including oil and gas, telecommunications and manufacturing sectors.

Sally has a Bachelor of Laws (with Honours), Graduate Diploma in Legal Practice and a Bachelor of Management (Labour Relations) and is a Member of the AICD. She is currently a non-executive director of the Botanic Gardens and State Herbarium and Guide Dogs SA/NT.



Paul Bates

BA, GradDip InfoMgt, Dip Leadership and Mgt, MBA

Program Director AUKUS

Paul transitioned to a new role as Program Director AUKUS in 2025, having previously held the role of Chief Operating Officer.

Paul has substantial maritime operations experience. Prior to his appointment at ANI, Paul was General Manager - Infrastructure of the Defence SA Techport CUF, ensuring the successful delivery of the CUF and other contracted services to the Air Warfare Destroyer program since 2009. Prior to joining Defence SA, Paul was Project and Bid Manager for DMS Maritime Pty Ltd (now Serco Defence) and he previously served for 18 years in the Royal Australian Navy, holding a variety of operations roles both at sea and ashore.

Paul holds a Master of Business Administration and is a graduate of the Australian Defence Force Academy.



Adele Fraser

B.Comm (Hons), GradDip CA, FCA, GAICD

Chief Financial Officer

Adele was appointed as Chief Financial Officer in April 2023.

Adele is a chartered accountant with over 25 years’ business experience and commenced at ANI in 2018. Prior to joining ANI, Adele was a Senior Manager in the Assurance business at PwC, a firm where she started her career as an undergraduate in South Africa and later enjoyed a long career spanning many roles in South Africa and Australia.

Adele has an honours degree in Financial Reporting, Auditing, Taxation and Management Accounting and a Graduate Diploma of Chartered Accounting. She is a Fellow of Chartered Accountants Australia and New Zealand and a Graduate Member of the AICD.



John Mortimer

BEng (Civil) (Hons), FIEAust, CPEng, EngExec, MAIPM

Program Director NPSCY

John was appointed to lead the design and delivery of the NPSCY program of works in June 2023.

With over 30 years’ experience in the construction and development industries, John is a specialist in the delivery of complex infrastructure projects. Prior to joining ANI, he held senior leadership roles at Mott MacDonald Australia Pty Ltd including Major Projects Director for the Asia, Pacific, New Zealand & Australia Region and Managing Director of the Australian business.

John’s prior project experience includes the development of the Port of Brisbane Terminal 11 and Port Botany Terminal 3 projects and numerous projects for the South Australian Government including the Adelaide Oval Redevelopment, Adelaide Convention Centre and the planning phases of the North South Corridor - Torrens to Darlington Project.



Jane Lavender-Baker

BA, GradDip Comms, GAICD

**Executive General Manager,
Corporate Affairs and People**

Jane was appointed as EGM Corporate Affairs and People in February 2025.

Jane has over 20 years’ experience in complex, regulated businesses in the transport, logistics and infrastructure sectors with exposure to large-scale capital delivery programs.

Prior to joining ANI, Jane held senior leadership roles at the Australian Rail Track Corporation responsible for human resources, corporate affairs and company strategy, and prior to that, within NSW rail transport leading issues management, corporate and government relations.

Jane holds a Bachelor of Arts, a Graduate Diploma in Communications and is a Graduate Member of the Australian Institute of Company Directors.



Mark Albertson

GradDip (Strategic Leadership), Dip Mgt, GAICD

Executive General Manager Operations

Mark was appointed as EGM Operations in June 2025.

Mark has extensive executive and operational leadership experience. He began his career in the Royal Australian Navy in aviation maintenance engineering ahead of pursuing a career in the mining and utilities sectors over a period of nearly 20 years, which included senior leadership roles with CS Energy. He then returned to the maritime industry as a senior executive for ASC Pty Ltd and Birdon Group.

Board performance and education

The Board assesses the performance of the Board and the Chair on an annual basis. The performance review process for 2025 has been postponed due to the significant change in board composition commencing from September 2024, and noting two vacant positions are due to be filled in the near term. A performance review will be undertaken in early 2026.

The Board comprises experienced directors with a diverse range of experience across industries including major infrastructure. The process of Board renewal which commenced in FY24 is ongoing.

During FY25, education of directors has focused on developing the Board’s understanding and knowledge of nuclear submarines and facilities and building ANI’s nuclear mindset.



HMAS Hobart docking

Attendance at meetings

The table below details Board and Committee meetings and director attendance during the reporting period and includes directors whose terms have now expired.

	Board of Directors		Audit & Risk Committee	
	Held	Attended	Held	Attended
Mr Ron Finlay AM ⁶	4	4		
Ms Andrea Hall* ⁸	3	3	1	1
Ms Andrea Sutton*	8	8	4	4
Ms Kathryn Toohey ⁷	4	4		
Mr Lucio Di Bartolomeo ²	2	2		
Mr Peter Iancov* ³	8	8	4	4
Ms Janice van Reyk* ⁵	5	5	3	3
Mr Jim Whalley ⁴	8	8		
Mr Andrew Seaton	8	8		

* indicates Audit & Risk Committee member
² Term expired 25 September 2024
³ Term expired 25 June 2025
⁴ Term expired 25 June 2025
⁵ Term expired 13 February 2025
⁶ Term commenced 11 December 2024
⁷ Term commenced 11 December 2024
⁸ Term commenced 14 February 2025

Conflicts

Directors are expected to be sensitive to conflicts of interest or duty that may arise and mindful of their fiduciary obligations. Directors must:

- 1. disclose to the Board any actual or potential conflict of interest or duty that might reasonably be thought to exist as soon as the situation arises
- 2. take necessary and reasonable action to resolve or avoid any actual or potential conflict of interest or duty, and
- 3. comply with the Corporations Act and the constitution in relation to disclosing material personal interests and any restrictions on voting.

The Board reviews all directors’ disclosures at each meeting of the Board.

Delegations of authority and risk management

Clear delegated authorities consistent with maintaining efficiency of operations and effective management of risks have been implemented by the Board.

ANI’s enterprise risk management framework and risk register is periodically reviewed by the Board and Audit and Risk Committee to ensure risks are being effectively managed.

Code of Conduct

ANI’s Code of Conduct (Code) sets out the standards of conduct expected of ANI’s directors, employees and contractors (ANI personnel).

The Code articulates the high standards of honesty, integrity, ethical and law-abiding behaviour expected of ANI personnel and encourages the observance of those standards to protect and promote the interests of ANI, its Shareholders and other stakeholders.

Compliance with the Code will assist ANI in creating a safe, healthy and productive work environment and preserve and enhance ANI’s reputation in the community. The Code supports ANI’s purpose to be the owner, developer and manager of critical shipyard infrastructure, and operates in conjunction with ANI’s policies and procedures.

Community service obligations

The Company does not operate under any specific community service obligations.

Decisions affecting the Company and particulars of reports on the Company during the period

During the period, there were no judicial or administrative tribunal decisions applicable or reports on the Company.

Commercially sensitive information excluded from the Annual Report

The directors have excluded from the Annual Report any information that is considered to be commercially sensitive and would be likely to result in unreasonable commercial prejudice to the Company.

Voluntary Tax Transparency Code (TTC)

ANI has complied with the requirements of the TTC as follows:

- **A reconciliation of accounting profit to tax expense and to income tax paid or income tax payable:** ANI’s reconciliation of accounting loss to income tax benefit is detailed in Note 6(b) and the reconciliation of accounting loss to income tax loss is detailed in Note 6(c).
- **Identification of material temporary and non-temporary differences:** ANI’s net deferred tax balance of \$91.362 million relates to a deferred tax liability of \$213.920 million offset by a deferred tax asset of \$122.558 million. These balances comprise temporary differences, mainly attributable to revaluations of property, plant and equipment. This is further explained in Note 6(e) of the financial statements.
- **Accounting effective company tax rates for Australian and global operations:** ANI does not have a global presence and, from its Australian perspective, the tax benefit, based on tax losses, equals 30%.

Directors' report

Your directors present their report, together with the financial report of Australian Naval Infrastructure Pty Ltd (ANI or the Company), for the year ended 30 June 2025 and the auditor's report thereon.

Directors

The following were directors of the Company during the financial year:

- Ron Finlay (appointment effective 11 December 2024)
- Andrea Hall (appointment effective 14 February 2025)
- Andrew Seaton
- Andrea Sutton
- Kathryn Toohey (appointment effective 11 December 2024)
- Lucio Di Bartolomeo (term expired on 25 September 2024)
- Peter Iancov (term expired on 25 June 2025)
- Janice van Reyk (term expired on 13 February 2025)
- Alan (Jim) Whalley (term expired on 25 June 2025)

Principal activities

The Company is the owner, manager and developer of shipyard infrastructure at the Osborne Naval Shipyard in South Australia in support of the Commonwealth of Australia's continuous naval shipbuilding program.

Review of operations

Financial results

Revenue of \$54.865 million was \$35.634 million (39%) lower than the previous financial year, mainly due to the Osborne North land transfer to ANI that finalised in June 2024, with the fair value recognised as other income in that year.

An external valuation was conducted over land, buildings and infrastructure at 30 June 2025. This resulted in a net revaluation increase in buildings and infrastructure of \$186.151 million and a revaluation increase in land of \$10.765 million. Refer to Note 9 of the financial statements for further details.

Capital expenditure cash flows of \$300.181 million were \$200.277 million (200%) higher than the previous financial year reflecting a high level of activity relating to the nuclear-powered submarine construction yard (NPSCY) and other precinct projects at Osborne.

Nuclear Powered Submarines (NPS)

ANI is undergoing significant transformation as the Company prepares itself for playing its role in this very significant national endeavour. During the year, ANI achieved milestones in terms of early concept designs and concept design deliverables. ANI will continue to work closely with the Australian Submarine Agency (ASA) to progress design and construction of the NPSCY and the Skills and Training Academy Campus.

Licensing

During the year, additional shipyard assets were licensed to BAE Systems Maritime Australia (BAESMA) for the Hunter class frigate program (HCFP). This resulted in an increase in the Company's lease income.

Precinct projects

The Company is progressing with multiple precinct projects to increase overall shipyard functionality and further enhance security controls.

Significant changes in the state of affairs

There were no significant changes in ANI's state of affairs during the current financial year.

Significant events after the balance sheet date

In the interval between the end of the financial year and the date of this report, in the opinion of directors of the Company, no other item, transaction, or event of a material or unusual nature likely has arisen to significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future years.

Dividends

No dividends have been paid or declared by the Company since the end of the previous financial year.

Directors' benefits

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit (other than reimbursement of expenses and the aggregate amount of remuneration received or due and receivable by directors shown in the accounts) because of a contract made by the Company with the director or with a firm of which the director is a member, or with an entity in which the director has a substantial interest.

Indemnification and insurance of directors and officers

Indemnification

The Company has agreed to indemnify the current and previous directors and officers of the Company for all liabilities to another person (other than the Company) that may arise in their capacity as directors and officers of the Company, except where the liability arises out of conduct involving a lack of good faith. The agreements stipulate that the Company will meet, to the extent permitted by law, the full amount of any such liabilities, including costs and expenses.

Insurance premiums

Since the end of the previous financial year, the Company has paid insurance premiums in respect of directors' and officers' liability insurance contracts for current and former directors and officers, including executive officers of the Company. The insurance premiums cover directors and officers for actual losses incurred in their capacity as directors and officers of the Company, which are not indemnified by the Company and which the director or officer becomes legally obligated to pay on account of certain claims made against him/her individually or otherwise. The terms of the insurance policy prohibit disclosure of the amounts of the premium payable.

Risk management

ANI is committed to building and maintaining an organisational approach to risk management that promotes the active consideration and management of risk in pursuit of organisational objectives.

The Board is responsible for approving ANI's risk appetite statement and the Enterprise Risk Management Framework, with general oversight of ANI's systems, processes and controls in relation to risk delegated to the Audit and Risk Committee. Key areas of focus in relation to risk include safety, environment, project delivery, financial risks, people, and regulatory compliance.

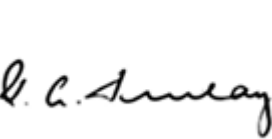
The Executive Leadership Team is accountable for embedding effective risk management practices within ANI, and is responsible for promoting a risk culture that reflects the organisation's risk appetite.

ANI maintains an Internal Audit Plan that is approved annually by the Audit and Risk Committee, which provides independent assessment of the adequacy and effectiveness of internal controls in relation to key areas of risk.

Auditor's independence declaration

The auditor's independence declaration, as required under section 307C of the *Corporations Act 2001* (Cth), is set out on page 37.

This report is made in accordance with a resolution of directors.



RON FINLAY
Chair

3 September 2025



ANDREW SEATON
Managing Director and CEO

Remuneration report

This report covers the Company's Key Management Personnel (KMP) who have authority and responsibility for planning, directing and controlling the activities of the Company directly and indirectly throughout the year.

	Title	Term as KMP
Non-executive directors		
Ron Finlay	Independent, non-executive Chair	Part year – appointment effective 11 December 2024
Andrea Hall ⁽¹⁾	Independent, non-executive Director	Part year – appointment effective 14 February 2025
Andrea Sutton ⁽²⁾	Independent, non-executive Director	Full year
Kathryn Toohey	Independent, non-executive Director	Part year – appointment effective 11 December 2024
Lucio Di Bartolomeo	Independent, non-executive Chair	Part year – term expired 25 September 2024
Peter Iancov ⁽³⁾	Independent, non-executive Director	Part year – term expired 25 June 2025
Janice van Reyk ⁽¹⁾	Independent, non-executive Director	Part year – term expired 13 February 2025
Alan (Jim) Whalley	Independent, non-executive Director	Part year – term expired 25 June 2025
Executive KMP		
Mark Albertson	Executive General Manager Operations	Part year – appointment effective 16 June 2025
Paul Bates ⁽⁴⁾	Program Director AUKUS	Full year
Adele Fraser	Chief Financial Officer	Full year
Jane Lavender-Baker	Executive General Manager Corporate Affairs and People	Part year – appointment effective 3 February 2025
Sally McLennan	General Counsel and Company Secretary	Full year
John Mortimer	Program Director NPSCY	Full year
Andrew Seaton	Managing Director and Chief Executive Officer	Full year

⁽¹⁾ Andrea Hall is the Chair of the Audit and Risk Committee. Janice van Reyk was the Chair of the Audit and Risk Committee until 13 February 2025.

⁽²⁾ Andrea Sutton was an Audit and Risk Committee member for the full financial year.

⁽³⁾ Peter Iancov was an Audit and Risk Committee member until his term expired on 25 June 2025.

⁽⁴⁾ Paul Bates was appointed as Program Director AUKUS on 16 June 2025. He was previously the Chief Operating Officer.

The superannuation guarantee rate was 11.5% in FY25 (FY24: 11%).

Non-executive director fees

All non-executive directors of the Company are appointed by the Commonwealth Government through the Shareholder Ministers.

Fees for non-executive directors are set through the determinations of the Commonwealth Remuneration Tribunal (Tribunal), an independent statutory body overseeing the remuneration of key Commonwealth offices. The Company is obliged to comply with the Tribunal’s determinations and plays no role in the consideration of determination of non-executive director fees.

Fees for non-executive directors for FY25 and FY24 are shown in the following table:

Non-executive position	FY25 \$	FY24 \$
Chair	131,820	127,360
Member	65,910	63,680
Chair – Audit and Risk Committee	18,070	17,450
Member – Audit and Risk Committee	9,040	8,730



Docking operations underway

Remuneration for non-executive directors is shown in the following table:

		Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Directors' fees	Short-term incentive	Other benefits and allowances	Superannuation contributions	Long service leave	Other		
Non-executive directors		\$	\$	\$	\$	\$	\$	\$	\$
Ron Finlay ⁽¹⁾	2025	73,008	-	-	8,411	-	-	-	81,419
	2024	-	-	-	-	-	-	-	-
Andrea Hall ⁽¹⁾	2025	31,331	-	-	3,613	-	-	-	34,944
	2024	-	-	-	-	-	-	-	-
Andrea Sutton ⁽²⁾	2025	74,950	-	-	8,619	-	-	-	83,569
	2024	53,156	-	-	5,847	-	-	-	59,003
Kathryn Toohey ⁽¹⁾	2025	36,504	-	-	4,206	-	-	-	40,710
	2024	-	-	-	-	-	-	-	-
Lucio Di Bartolomeo ⁽³⁾	2025	31,941	-	-	3,673	-	-	-	35,614
	2024	127,360	-	-	14,010	-	-	-	141,370
Peter Iancov ⁽³⁾	2025	74,373	-	-	8,553	-	-	-	82,926
	2024	72,410	-	-	1,838	-	-	-	74,248
Jeremy Schultz ⁽⁴⁾	2025	-	-	-	-	-	-	-	-
	2024	18,102	-	-	-	-	-	-	18,102
Janice van Reyk ⁽³⁾	2025	52,972	-	-	6,092	-	-	-	59,064
	2024	81,130	-	-	8,924	-	-	-	90,054
Alan (Jim) Whalley ⁽³⁾	2025	65,403	-	-	7,521	-	-	-	72,924
	2024	63,680	-	-	7,005	-	-	-	70,685
Total non-executive directors	2025	440,482	-	-	50,688	-	-	-	491,170
	2024	415,838	-	-	37,624	-	-	-	453,462

⁽¹⁾ Term commenced during the current financial year: Ron Finlay (11 December 2024), Andrea Hall (14 February 2025), Kathryn Toohey (11 December 2024)

⁽²⁾ Term commenced during the previous financial year: Andrea Sutton (26 September 2023)

⁽³⁾ Expiration of term during the current financial year: Lucio Di Bartolomeo (25 September 2024), Janice van Reyk (13 February 2025), Peter Iancov (25 June 2025), Alan (Jim) Whalley (25 June 2025)

⁽⁴⁾ Expiration of term during the previous financial year: Jeremy Schultz (25 September 2023)

Managing Director and Chief Executive Officer remuneration

The Company’s Chief Executive Officer (CEO), Andrew Seaton, was appointed by the ANI Board and appointed as Managing Director (MD) by the Commonwealth Government through the Shareholder Ministers.

The CEO role has been declared by the Tribunal as a Principal Executive Office (PEO) Band D under the *Remuneration Tribunal Act 1973* (Cth). The Company’s MD & CEO remuneration has been determined and paid in accordance with the Tribunal’s guidance and comprises two components – total fixed remuneration (TFR) and at-risk performance pay (Short Term Incentive or STI).

For FY25, TFR was paid at five percent above the Tribunal’s “Total Remuneration Reference Rate” for the office, and the MD & CEO was eligible for STI of up to a maximum of 20% of TFR.

Executive KMP remuneration

The Company’s approach to remuneration is designed to attract and retain the right people with the right expertise to deliver on the Company’s objectives and targets set out in its Corporate Plan. In particular, the Company’s executive team is comprised of individuals with the breadth and depth of experience required to deliver on the Company’s major projects and commercial outcomes, and to build a performance culture.

Remuneration of executive KMPs reporting to the MD & CEO is set by the MD & CEO in consultation with the ANI Board. For FY25, executive KMP remuneration comprised TFR and STI of up to a maximum of 20% of TFR.

TFR is set having regard to market factors, technical expertise, role scope and industry benchmarks, and has been informed by external benchmarking.

STI for the MD & CEO and executive KMP is determined by the ANI Board having regard to company and individual performance in the achievement of the Company scorecard. The Company scorecard is set by the Board at the start of the financial year and is aligned to the measures in ANI’s Corporate Plan endorsed annually by the Shareholder Ministers.

Performance was assessed against the following measures:

Deliverable	Weighting	Outcome
Safety (safe operations, no serious incidents)	15%	Partially achieved ⁽¹⁾
Operations and facilities management (efficient and timely delivery of operations and facilities management services)	10%	Achieved
Precinct projects (schedule, budget and quality objectives)	20%	Achieved
NPSCY project (schedule, budget and quality objectives)	35%	Achieved
Corporate and commercial (progress corporate and commercial arrangements)	5%	Achieved
Financial (EBITDA target)	5%	Achieved
Shareholder satisfaction (ANI’s culture, performance and delivery)	10%	Achieved
Total	100%	

⁽¹⁾ Nil lost time injuries. Nil medical treatment injuries. One reportable dangerous incident.

The Company component of STI for FY25 as measured by performance against the above scorecard was assessed as 81%. Executive KMP STI payments are determined based on a 60/40 company/ individual basis.

Remuneration for the executive KMP is shown in the table below:

Name		Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Base salary ⁽¹⁾	Short-term incentive	Other benefits and allowances ⁽³⁾	Superannuation contributions	Long service leave	Other		
Executive KMP		\$	\$	\$	\$	\$	\$	\$	\$
Mark Albertson ⁽²⁾	2025	18,700	-	283	718	167	-	-	19,868
	2024	-	-	-	-	-	-	-	-
Paul Bates	2025	360,149	54,787	6,666	49,634	16,585	-	-	487,821
	2024	365,545	64,400	-	44,660	11,097	-	-	485,702
Adele Fraser	2025	368,216	59,972	6,666	29,932	17,330	-	-	482,116
	2024	366,980	60,720	-	19,232	15,361	-	-	462,293
Jane Lavender-Baker ⁽²⁾	2025	141,053	26,441	2,742	14,306	1,848	-	-	186,390
	2024	-	-	-	-	-	-	-	-
Sally McLennan	2025	369,480	59,972	6,666	29,932	16,439	-	-	482,489
	2024	349,127	60,720	-	28,004	14,286	-	-	452,137
John Mortimer	2025	492,870	78,115	6,666	29,932	9,492	-	-	617,075
	2024	457,708	79,200	-	13,699	6,653	-	-	557,260
Andrew Seaton	2025	653,133	100,831	6,666	29,932	25,759	-	-	816,321
	2024	609,301	104,034	-	27,481	27,812	-	-	768,628
Total executive KMP	2025	2,403,601	380,118	36,355	184,386	87,620	-	-	3,092,080
	2024	2,148,661	369,074	-	133,076	75,209	-	-	2,726,020
Total non-executive directors	2025	440,482	-	-	50,688	-	-	-	491,170
	2024	415,838	-	-	37,624	-	-	-	453,462
Total KMP	2025	2,844,083	380,118	36,355	235,074	87,620	-	-	3,583,250
	2024	2,564,499	369,074	-	170,700	75,209	-	-	3,179,482

⁽¹⁾ Base salary includes accrued annual leave entitlements and superannuation cap excess amounts, where applicable.

⁽²⁾ Jane Lavender-Baker became a KMP on 3 February 2025 and Mark Albertson became a KMP on 16 June 2025.

⁽³⁾ Other benefits and allowances comprise of car parking.

Consolidated entity disclosure statement

As at 30 June 2025

The Company is not required by Australian Accounting Standards to prepare consolidated financial statements and as a result subsection 295(3A)(a) of the *Corporations Act 2001* (Cth) to prepare a Consolidated Entity Disclosure Statement does not apply to the Company.



Aerial view of the ONS

Auditor's independence declaration



Ronald A Finlay AM
Chair of the Board
Australian Naval Infrastructure Pty Ltd

AUSTRALIAN NAVAL INFRASTRUCTURE PTY LTD
FINANCIAL REPORT 2024–25
AUDITOR'S INDEPENDENCE DECLARATION

In relation to my audit of the financial report of Australian Naval Infrastructure Pty Ltd for the year ended 30 June 2025, to the best of my knowledge and belief, there have been:

- (i) no contraventions of the auditor independence requirements of the *Corporations Act 2001*; and
- (ii) no contravention of any applicable code of professional conduct.

Australian National Audit Office



Rahul Tejani
Executive Director
Delegate of the Auditor-General

Canberra
3 September 2025

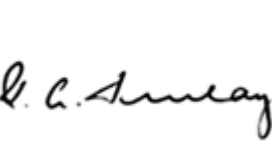
Directors' declaration

The directors declare that, in the directors' opinion:

- a. the financial statements and notes set out on pages 44 to 68 are in accordance with the *Corporations Act 2001* (Cth), including:
 - i. complying with Australian Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements
 - ii. giving a true and fair view of the Company's financial position as at 30 June 2025 and of its performance for the year ended on that date
- 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 as at 30 June 2025 on page 34 is true and correct.

Note 2(a) confirms that the financial statements also comply with International Financial Reporting Standards as issued by the International Accounting Standards Board.

This declaration is made in accordance with a resolution of directors.



RON FINLAY
Chair

3 September 2025



ANDREW SEATON
Managing Director and CEO

Independent auditor's report to the members



INDEPENDENT AUDITOR'S REPORT

To the members of Australian Naval Infrastructure Pty Ltd

Opinion

In my opinion, the financial report of Australian Naval Infrastructure Pty Ltd (the Company) for the year ended 30 June 2025 is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2025 and of its performance for the year then ended; and
- (b) complying with Australian Accounting Standards and the Corporations Regulations 2001.

The financial report of the Company, which I have audited, comprises the following as at 30 June 2025 and for the year then ended:

- Statement of comprehensive income;
- Statement of financial position;
- Statement of changes in equity;
- Statement of cash flows;
- Notes to the financial statements, comprising material accounting policy information and other explanatory information;
- Consolidated Entity Disclosure Statement; and
- Directors' declaration.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the relevant ethical requirements for financial report audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code.

I 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.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The directors are responsible for the other information. The other information obtained at the date of this auditor's report is the director's report for the year ended 30 June 2025 but does not include the financial statements and my auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Directors' responsibility for the financial report

The directors of the Company are responsible for the preparation of:

- (a) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*; and
- (b) the consolidated entity disclosure statement that is true and correct and in accordance with the *Corporations Act 2001*; and

for such internal control as the directors determine is necessary to enable the preparation of:

- (a) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- (b) the consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company 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 Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

My objective is 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 my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office 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 the financial report.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I 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 my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company'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 Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company 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.

I 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 I identify during my audit.

I also provide the directors with a statement that I 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 my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

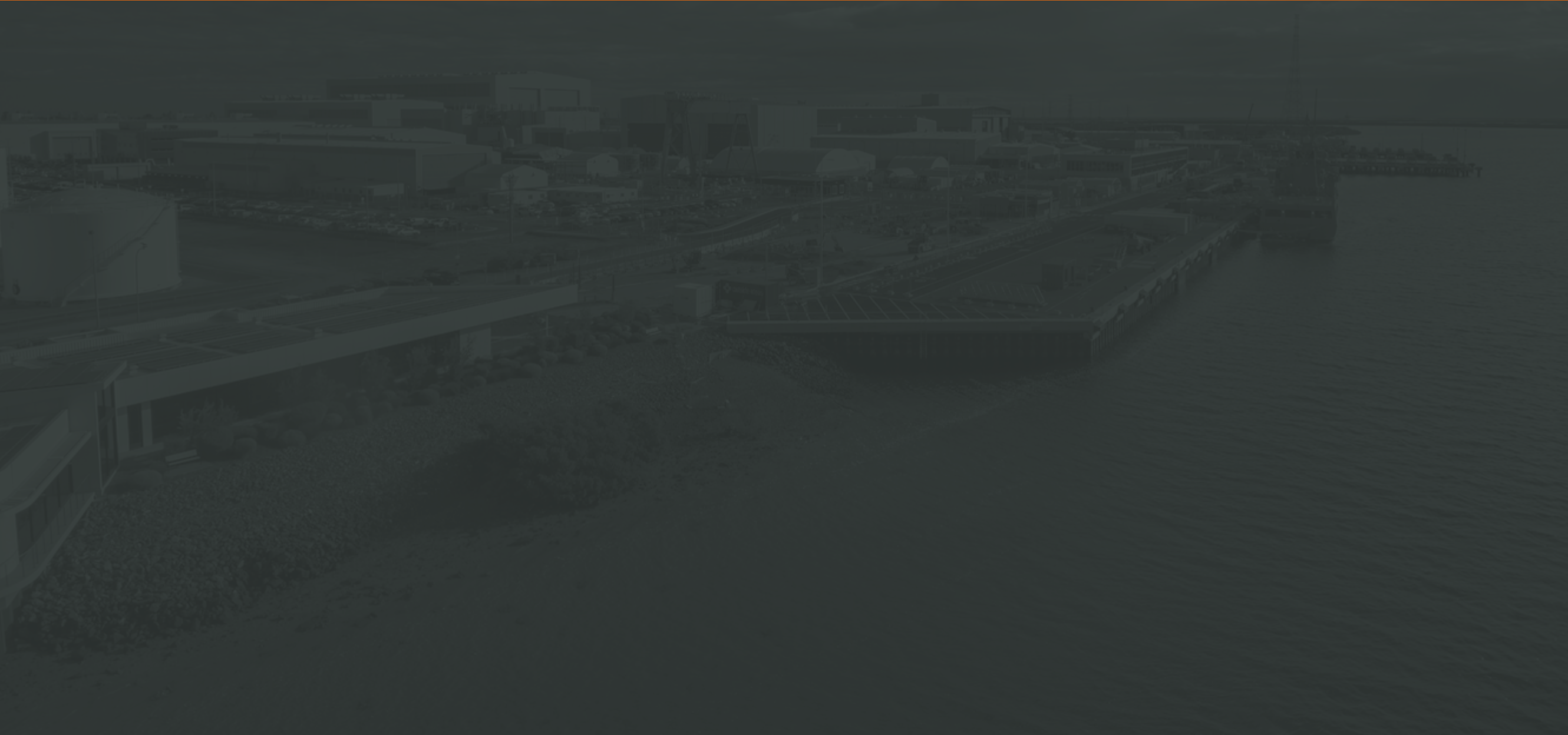
Australian National Audit Office



Rahul Tejani
Executive Director
Delegate of the Auditor-General

Canberra
5 September 2025

Financial statements



Statement of comprehensive income

for the year ended 30 June 2025

	Note	June 2025 \$'000	June 2024 \$'000
Revenue and other income			
Revenue from continuing operations	5(a)	53,779	49,490
Other income	5(b)	1,086	41,009
Total revenue and other income		54,865	90,499
Expenses			
Depreciation expense	5(b)	48,826	45,136
Utilities and statutory charges		1,879	1,644
Repairs and maintenance		3,981	5,269
Employee benefit expense		11,668	9,130
Corporate costs	5(b)	9,685	8,545
Project costs		531	1,993
Net revaluation increase	9(a)	(8,867)	(395)
Net impairment reversal	9(a)	(778)	(344)
Loss on disposal of property, plant and equipment	5(b)	20,555	3,654
Total expenses		87,480	74,632
(Loss) / profit from operating activities		(32,615)	15,867
Income and expenses from cash and cash equivalents	5(b)	2,754	2,647
(Loss) / profit before financing and income tax		(29,861)	18,514
Finance costs	5(b)	(1,517)	(528)
Loss on foreign exchange		(29)	(196)
(Loss) / profit before income tax		(31,407)	17,790
Income tax benefit / (expense)	6(b)	9,519	(5,210)
(Loss) / profit for the period		(21,888)	12,580
Other comprehensive income			
<i>Items that will not be reclassified to profit and loss</i>			
Revaluation of land, buildings and infrastructure	9(a)	188,049	122,104
Income tax relating to these items	6(d)	(56,415)	(36,631)
Other comprehensive income for the period, net of tax		131,634	85,473
Total comprehensive income for the period		109,746	98,053
(Loss) / profit for the period is attributable to:			
Owners of Australian Naval Infrastructure Pty Ltd		(21,888)	12,580
Total comprehensive income for the period is attributable to:			
Owners of Australian Naval Infrastructure Pty Ltd		109,746	98,053

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

Statement of financial position

as at 30 June 2025

	Note	June 2025 \$'000	June 2024 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	7(a)	51,677	78,098
Trade and other receivables	7(b)	11,241	5,755
Prepayments	7(c)	3,067	1,352
Total current assets		65,985	85,205
Non-current assets			
Property, plant and equipment	9(a)	2,168,017	1,719,201
Total non-current assets		2,168,017	1,719,201
Total assets		2,234,002	1,804,406
LIABILITIES			
Current liabilities			
Trade and other payables	7(d)	29,895	17,514
Lease liability	7(e)	1,332	578
Provisions	9(b)	3,548	2,332
Other current liabilities	9(c)	904	913
Deferred income	9(d)	352	342
Total current liabilities		36,031	21,679
Non-current liabilities			
Deferred tax liabilities	6(e)	91,362	44,466
Lease liability	7(e)	19,165	11,117
Non interest-bearing liabilities	7(f)	5	5
Provisions	9(b)	335	289
Deferred income	9(d)	10,937	11,298
Borrowings	7(f)	46,969	-
Total non-current liabilities		168,773	67,175
Total liabilities		204,804	88,854
Net assets		2,029,198	1,715,552
EQUITY			
Share capital	11(a)	1,901,888	1,697,988
Revaluation surplus	11(b)	464,340	344,253
Accumulated losses	11(c)	(337,030)	(326,689)
Total equity		2,029,198	1,715,552

The statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in equity

for the year ended 30 June 2025

	Share capital \$'000	Revaluation surplus \$'000	Accumulated losses \$'000	Total equity \$'000
Balance at 1 July 2023	1,617,788	258,780	(339,269)	1,537,299
Profit for the year	-	-	12,580	12,580
Revaluation of land, buildings and infrastructure	-	122,104	-	122,104
Income tax relating to these items	-	(36,631)	-	(36,631)
Total comprehensive income for the year	-	85,473	12,580	98,053
Transactions with owners in their capacity as owners				
Contributions of equity	80,200	-	-	80,200
Balance at 30 June 2024	1,697,988	344,253	(326,689)	1,715,552
Balance at 1 July 2024	1,697,988	344,253	(326,689)	1,715,552
Loss for the year	-	-	(21,888)	(21,888)
Disposal of assets – revaluation surplus adjustment	-	(11,547)	11,547	-
Revaluation of land, buildings and infrastructure	-	188,049	-	188,049
Income tax relating to these items	-	(56,415)	-	(56,415)
Total comprehensive income for the year	-	120,087	(10,341)	109,746
Transactions with owners in their capacity as owners				
Contributions of equity	203,900	-	-	203,900
Balance at 30 June 2025	1,901,888	464,340	(337,030)	2,029,198

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



Support tower for building 22 in transit

Statement of cash flows

for the year ended 30 June 2025

Note	June 2025 \$'000	June 2024 \$'000
Cash flows from operating activities		
Cash receipts from customers	80,040	75,711
Payments to suppliers and employees	(57,400)	(49,391)
Net cash inflow from operating activities	22,640	26,320
Cash flows from investing activities		
Payments for property, plant and equipment	(300,181)	(99,904)
Proceeds from sale of property, plant and equipment	1,070	605
Interest received	2,761	2,655
Net cash outflow from investing activities	(296,350)	(96,644)
Cash flows from financing activities		
Proceeds from issues of shares and other equity securities	203,900	80,200
Proceeds from borrowings	47,000	-
Repayment of lease liability	(2,184)	(523)
Interest on lease and bank fees paid	(7)	(7)
Interest and fees paid on borrowings	(1,420)	(529)
Net cash inflow from financing activities	247,289	79,141
Net (decrease) / increase in cash and cash equivalents	(26,421)	8,817
Cash and cash equivalents at the beginning of the financial year	78,098	69,281
Cash and cash equivalents at the end of the financial year	51,677	78,098

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



Blast and paint facility under construction

Notes to the financial statements

Contents

1	About this report	50
2	Basis of preparation	50
3	Functional and presentation currency	51
4	Significant changes in the current reporting period	51
5	Financial performance	51
6	Taxation	54
7	Financial assets and financial liabilities	56
8	Cash flow reconciliation	59
9	Non-financial assets and liabilities	61
10	Financial and capital risk management	68
11	Equity	72
12	Economic dependency	73
13	Contingent liability	73
14	Events occurring after the reporting period	73
15	Related party transactions	73
16	Remuneration of auditors	74
17	Other significant accounting policies	75



ANI Operations team with HMAS Hobart

Notes to the financial statements

1. About this report

ANI is a company incorporated and domiciled in Australia. It is wholly owned by the Commonwealth Government.

The Company is a for-profit entity for the purpose of preparing the financial report.

2. Basis of preparation

a. Statement of compliance

This general purpose financial report has been prepared in accordance with:

- Australian Accounting Standards issued by the Australian Accounting Standards Board (AASB), and
- the Corporations Act 2001 (Cth).

The financial statements of the Company also comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

b. Historical cost convention

These financial statements have been prepared under the historical cost basis, except for the following:

- land, buildings and infrastructure - measured at fair value; and
- financial assets and liabilities (including derivative instruments) - measured at fair value.

c. Significant accounting estimates and judgements

The preparation of financial statements requires the use of accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively. Estimates or judgements which are material or have the potential to be material to the financial report are found in the following notes:

Accounting estimates and judgements	Note
Fair value of land, buildings and infrastructure	9

d. Accounting policies

Accounting policies are selected and applied in a manner that ensures the resulting financial information satisfies the concepts of relevance and reliability. Unless otherwise stated, the Company has consistently applied the accounting policies to all periods presented in these financial statements.

e. Revised accounting standards applied for the first time

The Company has applied the following standards and amendments for the first time for its annual reporting period commencing 1 July 2024.

AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current

This standard makes amendments to AASB 101 *Presentation of Financial Statements* and addresses the classification of liabilities as either current or non-current. The new amendment introduces that an entity's right to defer settlement of a liability for at least twelve months after the reporting period must have substance and exist at the end of the reporting period. These amendments are not significant for the Company.

AASB 2022-6 Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants

This standard makes amendments to AASB 101 *Presentation of Financial Statements* and introduces new disclosure requirements for non-current loan liabilities that are subject to covenants within 12 months after the reporting period. These amendments are not significant for the Company.

AASB 2023-1 Amendments to Australian Accounting Standards – Supplier Finance Arrangements

This standard makes amendments AASB 7 *Financial Instruments: Disclosures* and AASB 107 *Statement of Cash Flows*. The amendments introduce new disclosure requirements on information about an entity's supplier finance arrangement. The Company has assessed that the amendment to the standards does not have an impact on the Company currently, and that it will be reconsidered in future as and when it does become applicable.

AASB 18 Presentation and Disclosure in Financial Statements

This standard replaces AASB 101 *Presentation of Financial Statements* with amendments from AASB 2020-1 and AASB 2022-6 carried through to the new standard. The new standard impacts many aspects of financial statement presentation and disclosure, particularly the statement of comprehensive income. The Company has adopted AASB 18 earlier than the application date as stated in the standard, with comparative information for the financial year ending 30 June 2024 restated in accordance with AASB 18.

3. Functional and presentation currency

The Company's financial statements are presented in Australian dollars, which is the Company's functional currency. The Company is of a kind referred to in ASIC Legislative Instrument 2016/191 dated 1 April 2016 and, in accordance with the Legislative Instrument, amounts in the financial report and directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

4. Significant changes in the current reporting period

There were no significant changes in the Company's business during the financial year ended 30 June 2025.

5. Financial performance

a. Revenue

	June 2025 \$'000	June 2024 \$'000
Revenue from continuing operations		
Facilities and service revenue	(17)	17
Lease income	53,796	49,473
	53,779	49,490

Revenue recognition

Under AASB 15 *Revenue from Contracts with Customers*, revenue is recognised when a customer obtains control of the goods or services. Determining the timing of the transfer of control – at a point in time or over time – requires judgement.

Accounting Policy

Item	Policy
Facilities and services charges	Common Use Infrastructure (CUI) revenue (e.g. commercial dockings) is recognised at a point in time, upon satisfaction of performance obligations, in line with AASB 15 <i>Revenue from Contracts with Customers</i> .
Lease income	Annual commercial property rental charges are recognised on a straight-line basis over the period to which the charge relates. Licences with Luerssen Australia Pty Ltd (Luerssen) and BAESMA are classified as operating leases, where the Company is the lessor. Income from ASC Pty Ltd (ASC) comprises a capital charge and a pass-through of depreciation. The capital charge is recognised based on a percentage of the depreciated historic cost of critical infrastructure assets that have not been funded by a program or project and the depreciation charge is recognised based on the depreciation of critical infrastructure assets provided by the Company. Both this capital charge and depreciation charge are treated as lease income under AASB 16 <i>Leases</i>.



Aerial view of STAC site

b. Other income and expense items

Items included in profit / (loss) before income tax:

Other income

	June 2025 \$'000	June 2024 \$'000
Deferred income recognised in profit or loss	355	342
Utilities - recharge income	697	657
Assets received from third parties	34	40,010
	1,086	41,009

Depreciation

Buildings and infrastructure	32,330	30,616
Plant and equipment	16,364	14,502
Right-of-use asset ⁽¹⁾	132	18
	48,826	45,136

⁽¹⁾ Right-of-use asset – depreciation

Right-of-use asset depreciation – expensed	132	18
Right-of-use asset depreciation – capitalised	1,626	368
	1,758	386

Corporate costs

Consultants, contractors and legal costs	2,563	2,859
Office expenses	3,551	2,749
Insurance	1,999	1,771
Security	1,064	655
Other operating expenses	508	511
	9,685	8,545

Loss on disposal of property, plant and equipment

Derecognition of property, plant and equipment	18,136	-
Net loss on disposal of property, plant and equipment	2,419	3,654
	20,555	3,654

Income and expenses from cash and cash equivalents

Bank fees	(7)	(8)
Interest income	2,761	2,655
	2,754	2,647

Finance costs

Debt commitment fees and other debt related fees	(417)	(528)
Interest on debt	(1,030)	-
Interest on leases ⁽¹⁾	(70)	-
	(1,517)	(528)

⁽¹⁾ Lease – interest

Lease interest – expensed	(70)	-
Lease interest – capitalised	(839)	(177)
	(909)	(177)

6. Taxation

a. Income tax benefit / (expense)

Accounting policy

Income tax on profit or loss for the year comprises current and deferred tax.

Expense	Policy
Current tax	Represents the expected tax payable on taxable income for the year, using tax rates enacted or substantially enacted at the reporting date, and any adjustment to tax payable in respect of previous years.
Deferred tax	Represents the expense relating to future tax consequences of all transactions undertaken in the current year regardless of when their tax impact may occur.

b. Numerical reconciliation of income tax expense to prima facie tax payable

	June 2025 \$'000	June 2024 \$'000
(Loss) / profit from continuing operations before income tax	(31,407)	17,790
Tax at the Australian tax rate of 30.0% (2024 - 30.0%)	9,422	(5,337)
Non-deductible expenses	(9)	(10)
Reversal of unrecognised temporary difference	106	103
Prior year adjustment to deferred tax assets for losses	-	34
Recognition of deferred tax assets	-	-
Income tax benefit / (expense)	9,519	(5,210)

c. Numerical reconciliation of accounting profit to tax loss

	June 2025 \$'000	June 2024 \$'000
(Loss) / profit from continuing operations before income tax	(31,407)	17,790
Tax at the Australian tax rate of 30.0% (2024 - 30.0%)	9,422	(5,337)
Permanent differences	(9)	(10)
Temporary differences - property, plant and equipment	552	1,232
Unrecognised temporary differences - property, plant and equipment	106	103
Tax loss utilisation	-	5,103
Temporary differences - other	(511)	(1,091)
Income tax loss	9,560	-

d. Amounts recognised directly in equity

Aggregate current and deferred tax arising in the reporting period and not recognised in net profit or loss but directly debited or credited to equity

	June 2025 \$'000	June 2024 \$'000
Recognised in revaluation surplus		
Net deferred tax on revaluation	(56,415)	(36,631)
	(56,415)	(36,631)

e. Deferred tax balances

Net position as presented in the statement of financial position

	June 2025 \$'000	June 2024 \$'000
Net deferred tax liabilities		
Deferred tax assets	122,558	111,921
Deferred tax liabilities	(213,920)	(156,387)
	(91,362)	(44,466)

i. Deferred tax assets

	June 2025 \$'000	June 2024 \$'000
The balance comprises temporary differences attributable to:		
Property, plant and equipment	90,518	91,669
Tax losses carried forward	23,270	13,710
Sundry items	8,770	6,542
	122,558	111,921

Movements

	Property, plant and equipment \$'000	Tax losses \$'000	Other items \$'000	Total \$'000
Balance at 1 July 2023	92,014	18,779	2,306	113,099
Charged/(credited)				
- to profit or loss	(345)	(5,069)	4,236	(1,178)
Balance at 30 June 2024	91,669	13,710	6,542	111,921
Balance at 1 July 2024	91,669	13,710	6,542	111,921
Charged/(credited)				
- to profit or loss	(1,151)	9,560	2,228	10,637
Balance at 30 June 2025	90,518	23,270	8,770	122,558

ii. Deferred tax liabilities

	June 2025 \$'000	June 2024 \$'000
The balance comprises temporary differences attributable to:		
Property, plant and equipment	208,994	153,179
Sundry items	4,926	3,208
	213,920	156,387

Movements

	Property, plant and equipment \$'000	Other items \$'000	Total \$'000
Balance at 1 July 2023	115,660	64	115,724
Charged/(credited)			
- to profit or loss	888	3,144	4,032
- to other comprehensive income	36,631	-	36,631
Balance at 30 June 2024	153,179	3,208	156,387
Balance at 1 July 2024	153,179	3,208	156,387
Charged/(credited)			
- to profit or loss	(600)	1,718	1,118
- to other comprehensive income	56,415	-	56,415
Balance at 30 June 2025	208,994	4,926	213,920

iii. Net deferred tax

	June 2025 \$'000	June 2024 \$'000
Property, plant and equipment	(118,476)	(61,510)
Tax losses	23,270	13,710
Other items	3,844	3,334
	(91,362)	(44,466)

7. Financial assets and financial liabilities**a. Cash and cash equivalents**

	June 2025 \$'000	June 2024 \$'000
Current assets		
Cash and cash equivalents	51,677	78,098

Cash and cash equivalents include cash at bank and on hand as well as deposits held at call with financial institutions. The Company's exposure to interest rate risk is addressed in Note 10(d).

b. Trade and other receivables

	June 2025 \$'000	June 2024 \$'000
Current assets		
Trade and other receivables	9,074	4,202
GST receivable	2,167	1,553
	11,241	5,755

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less expected credit loss provision raised for doubtful debts. Trade receivables are generally due for settlement within 45 days. The expected credit loss provision was nil at 30 June 2025 (2024: nil).

c. Prepayments

	June 2025 \$'000	June 2024 \$'000
Current assets		
Other prepayments	3,067	1,352

d. Trade and other payables

	June 2025 \$'000	June 2024 \$'000
Current liabilities		
Trade payables – at amortised cost	3	28
Other payables – at amortised cost	29,892	17,486
	29,895	17,514

e. Lease liability

	June 2025 \$'000	June 2024 \$'000
Balance at 1 July	11,695	-
Remeasurement of liability	80	-
Commencement of new lease	9,997	12,041
Repayment of liability	(2,184)	(523)
Lease interest expense	909	177
Balance at 30 June	20,497	11,695
Classification		
Current	19,165	11,117
Non-current	20,497	11,695

The Company entered into an office lease for premises in Adelaide to accommodate ANI's Infrastructure Delivery Office (IDO) and design partners commencing on 1 March 2024. The initial term of the lease expires on 28 February 2030 with two two-year extension options thereafter. Lease accounting is based on an expected lease period of 10 years.

On 2 September 2024, the Company entered into a lease for an additional floor at the same premise.

f. Borrowings

Non interest-bearing liabilities

	June 2025 \$'000	June 2024 \$'000
Non-current		
Term loan	5	5
Debt facility	46,969	-
	46,974	5

Debt facility

The Company has a \$110 million debt facility under a Syndicated Facility Agreement (SFA) with two leading Australian financial institutions. The debt facility is structured as a four-year unsecured revolving credit facility with a termination date of 14 October 2026. This facility was drawn down for the first time during the current financial year. For the current year, total interest paid on borrowings was \$0.9 million and total debt fees paid was \$0.5 million.

The terms and conditions of outstanding and loans are as follows:

30 June 2025	Currency	Maturity	Facility limit \$'000	Drawn \$'000	Undrawn \$'000
Debt facility	AUD	14 October 2026	110,000	47,000	63,000
Total			110,000	47,000	63,000

Under the SFA, the Company is required to comply with a financial covenant which states that on each 30 June and 31 December, the Company’s interest cover ratio for the prior 12-month period cannot be less than 2.0

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method.



ANI Operations team conducting HMAS Hobart docking

8. Cash flow reconciliation

a. Reconciliation of profit after tax to net cash inflow from operating activities

	June 2025 \$'000	June 2024 \$'000
(Loss) / profit for the year	(21,888)	12,580
<i>Adjustment for:</i>		
Depreciation	48,826	45,136
Finance costs and bank fees	1,524	536
Other income	(389)	(40,352)
Interest income	(2,761)	(2,655)
Income tax (benefit) / expense	(9,519)	5,210
Loss on disposal of non-current assets	20,555	3,654
Net revaluation increase – land, buildings and infrastructure	(8,867)	(395)
Net impairment reversal	(778)	(344)
Loss on foreign exchange	29	196
<i>Change in operating assets and liabilities*</i>		
Decrease / (increase) in trade and other debtors	(2,794)	1,632
Increase in trade creditors and other liabilities	416	1,640
Increase in prepayments	(1,714)	(518)
Net cash inflow from operating activities	22,640	26,320

*The changes in operating assets and liabilities do not include movements of trade debtors and trade payables categorised as investing activities.



Support tower being moved into place within Building 22

b. Reconciliation of movements of liabilities and equity to cash flows arising from financing activities

	Borrowings \$'000	Lease liabilities \$'000	Share capital \$'000
Balance at 1 July 2023	-	-	1,617,788
<i>Net cash (outflow)/ inflow from financing activities</i>			
Proceeds from issue of share capital	-	-	80,200
Repayment of lease liability	-	(523)	-
	-	(523)	80,200
<i>Non-cash changes</i>			
Commencement of new lease	-	12,041	-
Lease interest expense and lease remeasurement	-	177	-
Balance at 30 June 2024		11,695	1,697,988
Balance at 1 July 2024	-	11,695	1,697,988
<i>Net cash (outflow)/ inflow from financing activities</i>			
Proceeds from issue of share capital	-	-	203,900
Proceeds from borrowings	47,000	-	-
Repayment of lease liability	-	(2,184)	-
Interest paid on borrowings	(934)	-	-
	46,066	(2,184)	203,900
<i>Non-cash changes</i>			
Accrued interest	903	-	-
Commencement of new lease	-	9,997	-
Lease interest expense and lease remeasurement	-	989	-
Balance at 30 June 2025	46,969	20,497	1,901,888



Link Road under construction

9. Non-financial assets and liabilities

a. Property, plant and equipment

	June 2025 \$'000	June 2024 \$'000
Land, at valuation	207,807	196,984
Buildings and infrastructure		
At valuation	1,436,955	1,198,189
Accumulated depreciation	-	-
	1,436,955	1,198,189
Plant and equipment		
At historical cost	301,036	259,840
Accumulated depreciation	(81,401)	(64,758)
	219,635	195,082
Right-of-use lease asset		
At cost	18,513	11,029
Accumulated depreciation	(2,125)	(367)
	16,388	10,662
Assets under construction		
At cost	287,232	118,284
Total property, plant and equipment	2,168,017	1,719,201



PDF under construction

a. Property, plant and equipment (continued)

	Land \$'000	Buildings and infrastructure \$'000	Plant and equipment \$'000	Right-of-use lease asset \$'000	Assets under construction \$'000	Total \$'000
Year ended 30 June 2024						
Opening net book amount	144,580	1,096,521	200,167	19	31,848	1,473,135
Revaluation increase ⁽¹⁾	14,260	119,293	-	-	-	133,553
Revaluation decrease ⁽¹⁾	(2,115)	(8,939)	-	-	-	(11,054)
Reversal of impairment loss	-	-	-	-	344	344
Additions	40,259	3,635	1,970	11,029	115,749	172,642
Transfers	-	18,295	7,447	-	(25,742)	-
Depreciation charge	-	(30,616)	(14,502)	(386)	-	(45,504)
Disposals	-	-	-	-	(3,915)	(3,915)
Closing net book amount	196,984	1,198,189	195,082	10,662	118,284	1,719,201
Year ended 30 June 2025						
Opening net book amount	196,984	1,198,189	195,082	10,662	118,284	1,719,201
Revaluation increase ⁽¹⁾	11,827	186,704	-	-	-	198,531
Revaluation decrease ⁽¹⁾	(1,063)	(553)	-	-	-	(1,616)
Reversal of impairment loss	-	-	-	-	778	778
Additions	59	844	5,514	7,484	308,810	322,711
Transfers	-	102,199	35,730	-	(137,929)	-
Depreciation charge	-	(32,330)	(16,653)	(1,758)	-	(50,741)
Disposals	-	(18,098)	(38)	-	(2,711)	(20,847)
Closing net book amount	207,807	1,436,955	219,635	16,388	287,232	2,168,017

⁽¹⁾ Revaluation increase / (decrease)

	At 30 June 2025			At 30 June 2024		
	Land \$'000	Buildings and infrastructure \$'000	Total \$'000	Land \$'000	Buildings and infrastructure \$'000	Total \$'000
To revaluation surplus (pre-tax)	8,223	179,826	188,049	14,260	107,844	122,104
To profit or loss	2,542	6,325	8,867	(2,115)	2,510	395
	10,765	186,151	196,916	12,145	110,354	122,499

i. Recognition and Measurement

Class of PPE	Accounting policy (AASB 116)	Valuation technique (AASB 13)	Fair value measurement hierarchy	Depreciation method	Useful life
Land	Revaluation model (Fair value)	Market approach	Level 3	Not depreciated	N/A
Buildings and infrastructure	Revaluation model (Fair value)	Cost approach (depreciated replacement cost)	Level 3	Straight-line	15 - 60 years
Plant and equipment	Cost model	N/A	N/A	Straight-line	2 - 40 years
Right-of-use lease assets	Cost model	N/A	N/A	Straight-line	Shorter of asset's useful life and lease term
Assets under construction	Cost model	N/A	N/A	Not depreciated	N/A

Fair value

Land, buildings and infrastructure are shown at fair value, based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings and infrastructure. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

All other property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Revaluation

An independent on-site valuation of all land, buildings and infrastructure of the Company was carried out by Asset Valuation Advisory (AVA) at 30 June 2025. This is the same valuer engaged in previous years. The fair value of the land is based on recent market transactions on arm's length terms, with necessary adjustments made to reflect location and merged improvements of land. The fair value of buildings and infrastructure is based on the depreciated replacement cost approach.

Assets are depreciated over the following useful lives:

- Freehold buildings and infrastructure: 15 - 60 years
- Plant and equipment: 2 - 40 years

The cost of an individual item of property, plant and equipment with an acquisition cost of less than \$1,000 is considered a minor purchase and is therefore not depreciated but expensed at acquisition.

Assets under construction and capitalisation

Costs that relate directly to a project are capitalised to assets under construction until such time as the project is commissioned and depreciation commences. Costs that relate directly to a specific project may include contractor costs, labour costs of project staff, utilities, statutory charges, costs of materials used in construction, costs of hiring plant and equipment and project related travel. Costs that are not directly attributable are recorded as an expense in profit or loss.

Project costs are capitalised to assets under construction from the point that the project has been formally approved and allocated a capital budget. All preliminary, planning and feasibility expenditure incurred prior to the project being approved is expensed in the period that it is incurred.

As these assets are not ready for use, no depreciation is charged.

Disposals

These amounts are included in the statement of comprehensive income. When revalued assets are sold, it is the Company’s policy to transfer any amounts included in revaluation surplus in respect of those assets to retained earnings.

ii. Historical cost basis

If freehold land and buildings were stated on the historical cost basis, the amounts would be as follows:

	June 2025 \$'000	June 2024 \$'000
Land		
Cost	143,047	142,988
Buildings and infrastructure		
Cost	1,040,085	942,162
Accumulated depreciation	(251,808)	(221,631)
Carrying amount	788,277	720,531

iii. Non-current assets pledged as security

There are no non-current assets pledged as security by the Company.

iv. Capital expenditure commitments

At the reporting date, the Company had capital expenditure commitments of \$265.844 million (2024: \$181.087 million).

	June 2025 \$'000	June 2024 \$'000
Commitments due		
Within one year	260,210	160,882
Later than one year but not later than 5 years	5,634	20,205
Later than 5 years	-	-
Total non-financial assets	265,844	181,087

b. Provisions

	June 2025 \$'000	June 2024 \$'000
Employee benefits		
Current	3,548	2,332
Non-current	335	289
	3,883	2,621

c. Other current liabilities

	June 2025 \$'000	June 2024 \$'000
Deferred income	700	704
Other current liabilities	204	209
	904	913

Other current liabilities comprise government grants and other sundry liabilities.

Government grants

Government grants received from federal, state, or local government are accounted for under AASB 120 *Accounting for Government Grants and Disclosure of Government Assistance*.

d. Deferred income

	June 2025 \$'000	June 2024 \$'000
Current		
Deferred income – OST transfer	352	342
Non-current		
Deferred income – OST transfer	10,937	11,298

During FY21, the Commonwealth transferred ownership of two outfit support towers (OSTs) to the Company (fair value of \$13.014 million) for nominal consideration. This transaction was recognised in the statement of financial position as deferred income and is released to the profit or loss as other income on a systematic basis over the estimated remaining useful lives of the buildings (refer to Note 5 (b)).

e. Recognised fair value measurements

The Company measures and recognises the following assets and liabilities at fair value on a recurring basis:

Land, buildings and infrastructure

i. Fair value hierarchy

AASB 13 *Fair Value Measurement* requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1)
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly (level 2), and
- Inputs for the asset or liability that are not based on observable market data (observable inputs) (level 3).

The following table presents the Company’s assets and liabilities measured and recognised at fair value as at 30 June 2025 and 30 June 2024.

Recurring fair value measurements

	Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
30 June 2024					
Non-financial assets					
Land	9(a)	-	-	196,984	196,984
Buildings and infrastructure	9(a)	-	-	1,198,189	1,198,189
Total non-financial assets		-	-	1,395,173	1,395,173
30 June 2025					
Non-financial assets					
Land	9(a)	-	-	207,807	207,807
Buildings and infrastructure	9(a)	-	-	1,436,955	1,436,955
Total non-financial assets		-	-	1,644,762	1,644,762

Disclosed fair values

The carrying amounts of trade receivables, trade payables and interest and non interest-bearing liabilities are approximately their fair values.

ii. Valuation techniques used to determine level 3 fair values

The Company obtains independent valuations for its land and buildings (classified as property, plant and equipment) at least triennially. At the end of each reporting period, management updates its assessment of the fair value of each property, taking into account the most recent independent valuations. Management determines a property’s value within a range of reasonable fair value estimates.

The best evidence of fair value is current prices in an active market for similar properties.

The fair value of buildings and infrastructure is based on the depreciated replacement cost approach.

The fair value of land has been derived using the sales comparison approach. Sales prices of comparable land in close proximity are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach for land is price per square metre. In the most recent independent valuation, the price per square metre (a level 3 input) has included significant adjustments by the valuer, as follows:

- Shipyards location:**
The inputs have been adjusted up to account for the land being associated with being a leading naval industry location.
- Overall increase of industrial property values in the area:**
A premium has been applied to account for the overall increase in industrial property prices in the region.

Management has determined these adjustments are based on unobservable inputs, resulting in land being fair valued using level 3 inputs for the period ended 30 June 2025.

iii. Valuation inputs and relationships to fair value

The following table summarises the quantitative information about the significant unobservable inputs used in recurring level 3 fair value measurements. Refer to Note 9(e)(ii) above for the valuation techniques adopted.

Description	Fair value at		Unobservable inputs	Relationship of unobservable inputs to fair value
	June 2025 \$'000	June 2024 \$'000		
Buildings and infrastructure	1,436,955	1,198,189	Depreciation rates	The higher the depreciation rate, the lower the fair value
			Construction cost increases	Increases to construction costs increases the fair value
Land	207,807	196,984	Shipyards location	The shipyard location at Osborne increases the fair value
			General market increase	The increase of industrial land values in the area increases the fair value

10. Financial and capital risk management

a. Financial risk management

The Company’s activities expose it to a variety of financial risks. This note presents information about the Company’s exposure to financial risks, the objectives, policies and processes for measuring and managing risk, and the management of capital. At year end, as the Company had not drawn down on its debt facility, financial risk is assessed as low.

The Board has overall responsibility for the establishment and oversight of the risk management framework. The Board has tasked the Audit and Risk Committee to oversee how management monitors compliance with the Company’s financial risk management policies and procedures. It also reviews the adequacy of the financial risk management framework of the Company.

	June 2025 \$'000	June 2024 \$'000
Financial assets		
Cash and cash equivalents	51,677	78,098
Trade and other receivables	11,241	5,755
	62,918	83,853

	June 2025 \$'000	June 2024 \$'000
Financial liabilities		
Borrowings	46,969	-
Trade and other payables	29,895	17,514
Non interest-bearing liabilities	5	5
Lease liability	20,497	11,695
	97,366	29,214

b. Credit risk management

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Company’s receivables from customers and investment securities.

i. Trade and other receivables

The Company’s credit exposures to customers, including outstanding receivables and committed transactions, are minimal. The majority of current year income is from three Commonwealth-backed customers, ASC, BAESMA and Luerssen. The Company therefore has immaterial exposure to credit risk in its operations.

ii. Cash and cash equivalents

The Company limits its exposure to credit risk by placing its cash with a counterparty that has a credit rating of “Aa2” from Moody’s. Given the high credit rating, management does not expect the counterparty to fail to meet its obligations.

iii. Guarantees

The Company has not issued any financial guarantees to any party during the period.

iv. Financial securities received

The Company has received financial securities in the form of bank guarantees in relation to multiple capital projects currently in progress within the Osborne precinct.

v. Recognised financial instruments

The credit risk on financial assets of the Company which have been recognised in the statement of financial position, is the carrying amount, net of any provision for doubtful debts, as summarised below.

	June 2025 \$'000	June 2024 \$'000
Trade receivables		
AAA (Commonwealth of Australia)	7,519	3,343
Counterparties without an external credit rating	3,722	2,412
	11,241	5,755

	June 2025 \$'000	June 2024 \$'000
Aa2 rated cash at bank		
Cash and cash equivalents	51,677	78,098

vi. Off statement of financial position financial instruments:

The Company has not entered into any off statement of financial position financial instruments during the period.



HMAS Hobart docking

c. Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company’s approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company’s reputation.

The table below analyses the Company’s financial liabilities into relevant maturity groups based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

Contractual maturities of financial liabilities	Less than 6 months	6 - 12 months	1 - 2 years	2 - 5 years	Over 5 years	Total	Carrying amount
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 30 June 2024							
Non-derivatives							
Trade and other payables	17,514	-	-	-	-	17,514	17,514
Non interest-bearing	-	-	-	-	200	200	5
Lease liability	274	304	670	2,608	7,839	11,695	11,695
Total non-derivatives	17,788	304	670	2,608	8,039	29,409	29,214
At 30 June 2025							
Non-derivatives							
Borrowings	-	-	47,000	-	-	47,000	46,969
Trade and other payables	29,895	-	-	-	-	29,895	29,895
Non interest-bearing	-	-	-	-	200	200	5
Lease liability	589	743	1,611	6,186	11,368	20,497	20,497
Total non-derivatives	30,484	743	48,611	6,186	11,568	97,592	97,366



CUF Wharf

d. Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Company’s income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

i. Interest rate risk

As the Company holds cash in bank and no term interest-bearing assets, its exposure to changes in market interest rates is minimal.

The exposures of the Company to interest rate risk as well as the effective weighted average interest rate for classes of financial assets and financial liabilities are set out below:

	June 2025 \$'000	Effective interest rate	June 2024 \$'000	Effective interest rate
Financial assets				
Cash and cash equivalents	51,677	4.95%	78,098	4.45%
Trade and other receivables	11,241	0%	5,755	0%
Total financial assets	62,918		83,853	
Financial liabilities				
Borrowings	46,969	5.26%	-	0%
Trade and other payables	29,895	0%	17,514	0%
Non interest-bearing liabilities	5	0%	5	0%
Lease liability	20,497	4.82%	11,695	4.82%
Total financial liabilities	97,366		29,214	

ii. Sensitivity

There are no material changes or sensitivities related to market risk.

iii. Capital risk management

The objectives of the Company in managing capital are to safeguard its ability to continue as a going concern, so that it can continue to provide returns for its Shareholder and benefits for other stakeholders and to sustain future development of the business. The Company monitors the return on capital. There were no changes in the approach adopted by the Company in capital management during the year.

11. Equity

a. Share capital

Ordinary shares are classified as equity.

i. Movements in ordinary shares

	Number of shares	\$'000
Balance at 1 July 2023	1,617,787,826	1,617,788
Equity injection from Shareholders	80,200,000	80,200
Balance at 30 June 2024	1,697,987,826	1,697,988
Balance at 1 July 2024	1,697,987,826	1,697,988
Equity injection from Shareholders	203,900,000	203,900
Balance at 30 June 2025	1,901,887,826	1,901,888

ii. Recognition and measurement

Issued and paid-up capital is recognised at the fair value of consideration received by the Company. Transactions with the Commonwealth as owner that are designated as equity injections for the financial year are recognised directly in contributed equity and do not form part of the Company’s comprehensive income in the financial year.

iii. Ordinary shares

Ordinary shares entitle the holder to participate in dividends and the proceeds on winding up of the Company in proportion to the number of and amounts paid on the shares held.

No dividends were declared or paid during the period (2024: Nil).

b. Revaluation surplus

	June 2025 \$'000	June 2024 \$'000
Balance at 1 July	344,253	258,780
Disposal of buildings and infrastructure – net	(11,547)	-
Revaluation – gross	188,049	122,104
Deferred tax	(56,415)	(36,631)
Other comprehensive income	120,087	85,473
Balance at 30 June	464,340	344,253
Revaluation surplus	49,545	43,789
Land	414,795	300,464
Buildings and infrastructure	464,340	344,253

c. Accumulated losses

Movements in accumulated losses were as follows:

	June 2025 \$'000	June 2024 \$'000
Balance at 1 July	(326,689)	(339,269)
Revaluation surplus on disposed assets	11,547	-
Net loss for the period	(21,888)	12,580
Balance at 30 June	(337,030)	(326,689)

12. Economic dependency

The normal trading activities of the Company depend on the access charge revenue and lease income arising from the provision of critical infrastructure assets for the maintenance of the Collins class submarines and construction of the Hunter class frigates and offshore patrol vessels.

The Company is dependent on the Commonwealth for funding of major projects.

13. Contingent liability

There are no contingent liabilities for the financial year ended 30 June 2025.

14. Events occurring after the reporting period

In the interval between the end of the financial year and date of this report, there has not arisen any other item, transaction, or event of a material or unusual nature likely, in the opinion of directors of the Company, to affect significantly the operations of the Company, the results of those operations or the state of affairs of the Company in future years.

15. Related party transactions

a. Key management personnel compensation

Disclosures relating to the Company’s KMP are set out below:

	June 2025 \$	June 2024 \$
Short-term employee benefits	3,260,556	2,933,573
Post-employment benefits	235,074	170,700
Other long-term benefits	87,620	75,209
	3,583,250	3,179,482

b. Directors

The following were directors of the Company during the financial year:

- Ron Finlay (appointment effective 11 December 2024)
- Andrea Hall (appointment effective 14 February 2025)
- Andrew Seaton
- Andrea Sutton
- Kathryn Toohey (appointment effective 11 December 2024)
- Lucio Di Bartolomeo (term expired on 25 September 2024)
- Peter Iancov (term expired on 25 June 2025)
- Janice van Reyk (term expired on 13 February 2025)
- Alan (Jim) Whalley (term expired on 25 June 2025)

c. Other related parties

i. Australian Government Ministers

There have been no transactions with any Australian Government Ministers during the financial year.

ii. Shareholders

The following transactions occurred with related parties:

	June 2025 \$	June 2024 \$
Equity injections		
Equity injections from the Commonwealth	203,900,000	80,200,000

16. Remuneration of auditors

During the year, the following fees were paid or payable for assurance and other non-assurance related services:

	June 2025 \$	June 2024 \$
Auditors of the Company - ANAO		
Audit and review of financial statements	130,000	129,000
Total services provided by ANAO	130,000	129,000
Other auditors		
Other assurance services	17,850	15,000
Total services provided by other auditors	17,850	15,000

17. Other significant accounting policies

a. Foreign currency translation

Foreign currency transactions are translated into the functional currency of the Company using the exchange rates prevailing at the dates of transactions. Foreign exchange gains or losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

b. Impact of standards issued but not yet applied

Certain new accounting standards, interpretations and amendments have been published that are not mandatory for 30 June 2025 reporting periods and have not been adopted early by the Company. They are not expected to have a material impact on the Company's financial statements.



Aerial view of completed wharf extension at ONS-5

Index of requirements

This list of requirements has been prepared in accordance with Resource Management Guide 137, ‘Annual reports for Commonwealth companies’ published by the Department of Finance.

PGPA Rule Reference	Part of Report (page ref)	Description	Requirement
28E	Contents of annual report		
28E(a)	Page 6	The purposes of the company as included in the company’s corporate plan for the reporting period	Mandatory
28E(aa)	Pages 8 and 34	The results of a measurement and assessment of the company’s performance during the reporting period, including the results of a measurement and assessment of the company’s performance against any performance measures and any targets included in the company’s corporate plan for the reporting period	Mandatory
28E(b)	Page 18	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
28E(c)	N/A	Any directions given to the entity by a Minister under the company’s constitution, an Act or an instrument during the reporting period	If applicable, mandatory
28E(d)	N/A	Any government policy order that applied in relation to the company during the reporting period under section 93 of the Act	If applicable, mandatory
28E(e)	N/A	Particulars of non-compliance with: a. a direction given to the entity by the Minister under the company’s constitution, an Act or instrument during the reporting period, or b. a government policy order that applied in relation to the company during the reporting period under section 93 of the Act	If applicable, mandatory
28E(f)	Pages 20-22; 26, 28	Information on each director of the company during the reporting period	Mandatory
28E(g)	Pages 9-10	An outline of the organisational structure of the company (including any subsidiaries of the company)	Mandatory
28E(ga)	Pages 9-10	Statistics on the entity’s employees on an ongoing and non-ongoing basis, including the following: a. statistics on full-time employees b. statistics on part-time employees c. statistics on gender d. statistics on staff location	Mandatory
28E(h)	Pages 6-7	An outline of the location (whether or not in Australia) of major activities or facilities of the company	Mandatory
28E(i)	Pages 18-19	Information in relation to the main corporate governance practices used by the company during the reporting period	Mandatory

PGPA Rule Reference	Part of Report (page ref)	Description	Requirement
28E(j), 28E(k)	N/A	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): a. the decision-making process undertaken by the directors of the company for making a decision to approve the company paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company, and b. the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
28E(l)	Page 29	Any significant activities or changes that affected the operations or structure of the company during the reporting period	If applicable, mandatory
28E(m)	N/A	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the company	If applicable, mandatory
28E(n)	N/A	Particulars of any reports on the company given by: a. the Auditor-General, or b. a Parliamentary Committee, or c. the Commonwealth Ombudsman, or d. the Office of the Australian Information Commissioner, or e. the Australian Securities and Investments Commission	If applicable, mandatory
28E(o)	N/A	An explanation of information not obtained from a subsidiary of the company and the effect of not having the information on the annual report	If applicable, mandatory
28E(oa)	Pages 34-35	Information about executive remuneration	Mandatory
28E(ob)	Pages 19, 26, 32-33	The following information about the audit committee for the company: a. a direct electronic address of the charter determining the functions of the audit committee b. the name of each member of the audit committee c. the qualifications, knowledge, skills or experience of each member of the audit committee d. information about each member’s attendance at meetings of the audit committee e. the remuneration of each member of the audit committee	Mandatory
28F	Disclosure requirements for government business enterprises		
28F(1)(a)(i)	Pages 28-29	An assessment of significant changes in the company’s overall financial structure and financial conditions	
28F(1)(a)(ii)	Pages 28-29	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial condition	If applicable, mandatory
28F(1)(b)	Page 29	Information on dividends paid or recommended	If applicable, mandatory

PGPA Rule Reference	Part of Report (page ref)	Description	Requirement
28F(1)(c)	N/A	Details of any community service obligations the government business enterprise has including: a. an outline of actions taken to fulfil those obligations, and b. an assessment of the cost of fulfilling those obligations	If applicable, mandatory
28F(2)	Page 27	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory



Link Road bridge under construction

Corporate directory

Directors

- Ron Finlay AM
- Andrea Hall
- Andrea Sutton
- Kathryn Toohey
- Andrew Seaton

Company Secretary

Sally McLennan

Auditors

ANAO

Bankers

Westpac Banking Corporation

Registered office

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A copy of the ANI Annual Report will be on our website at www.ani.com.au and available on the Transparency Portal at www.transparency.gov.au



In defining ANI’s corporate identity, ANI has adopted Morse code, a communication method still used as an important tool today on seafaring vessels as a means of silent communication, or as a fall back when other methods are unavailable or disabled. The Morse graphic literally translates as ANI.

OPV docking

Back Cover: Aerial view of the ONS

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