

2 9 OCT 2020

Professor Rufus Black Vice-Chancellor University of Tasmania Private Bag 5 I HOBART TAS 700 I

Dear Professor Black Rufu s

## University of Tasmania borrowing limit increase

I refer to your letter dated 6 October 2020 seeking approval for a \$200 million increase in the University's borrowing facility limit.

As indicated in my letter of 23 October 2019, it is important that a robust framework exists to consider any approvals under Section 7(2) of the *University of Tasmania Act 1992*. This will ensure that the economic and fiscal risks to the State of the University's strategy are understood and managed, particularly in the current uncertain environment.

Given this, it would be appreciated if the following information could be provided to ensure that I can fully consider the University's request for an increased funding facility:

- a business case in support of the borrowing limit;
- financial performance for the 2020 financial year to date;
- 2021 operating budget;
- updated long term financial forecasts reflecting revised funding strategy;
- sensitivity/scenario analysis covering key risks; and
- full details of existing borrowings and other debt like obligations.

In addition, I note my previous request for the University to obtain a stand-alone credit rating and the previous commitment of the University to that process. I would like to see this continue to progress, and request that the University provide a copy of the engagement letter with an approved rating agency as soon as possible.

I have requested Treasury to consult with key personnel in the University to obtain the documents necessary to support the consideration of the increased funding facility.

I also note your comments in relation to the Government guarantee for COVID-19 borrowing arrangements. The Government's guarantee was to provide Tascorp assurances in lending to any participating authority, including the University, to support cash flow and other funding needs related to COVID-19, including the need to implement Government policy responses to COVID-19. My approval under section 7(2) of the Act for an increased borrowing limit unrelated to COVID-19 would not necessarily increase the Government guarantee.

I look forward to receiving the information requested so that I can give appropriate consideration to the University's request for a \$200 million increase in its borrowing facility.

Yours sincerely ۲

Peter Gutwein MP Premier Treasurer

21/139226

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The Hon Peter Gutwein MP Premier of Tasmania GPO Box 123 Hobart TAS 7001

By email: premier@dpac.tas.gov.au Cc: avoss@tascorp.com.au Tony.Ferrall@treasury.tas.gov.au

**Dear Premier** 

Thank you for your supportive comments in relation to the release of the University's southern masterplan. I have been pleased that it has received a broadly positive response from the Hobart community. We are now focusing on ensuring we are well placed to deliver it for the future sustainability of the University and the benefit of the southern Tasmanian economy.

Following conditional approval of a \$200 million increase in our borrowing limit to facilitate the campus, we have continued to work with Tascorp to address the conditions precedent to assure them the funding can be delivered to meet immediate capital commitments.

We are now well advanced in obtaining a credit rating with Moody's Investor Services, to be delivered later this month. However, ongoing negotiations with Tascorp surrounding security requirements have been unsuccessful to date.

The significant issue is the requirement for a General Security Deed by Tascorp over all assets of the University, an additional requirement to real property mortgages of at least \$580m and a Negative Pledge without exceptions, although these requirements are yet to be confirmed as the University has not received a draft Master Loan Facility Agreement.

Our investigations to date indicate that no Australian Universities have entered into a General Security Deed and it is not commercially or operationally feasible for the University. Entering into a General Security Deed will breach already existing contractual arrangements and will require a comprehensive due diligence over all University contractual agreements, and ongoing monitoring.

In order to progress the southern campus and deliver its positive social and economic impact for Hobart and Tasmania, I would appreciate a discussion on Tascorp's security requirements or the alternative option of pursuing corporate facilities, including repayment of existing Tascorp debt, within the approved \$400 million borrowing facility limit with the State.

Yours sincerely

Professor Rufus Black Vice-Chancellor

08 June 2021

Office of the Chancellor and Vice-Chancellor University of Tasmania Private Bag 51 Hobart, TAS 7001

Australia

T +61 3 6226 2003 E <u>Vice.Chancellor@utas.edu.au</u> CRICOS Provider Code 00586B | ABN 30 764 374 782



The Hon Peter Gutwein MP Premier of Tasmania GPO Box 123 Hobart TAS 7001

By email: premier@dpac.tas.gov.au

**Dear Premier** 

Thank you for your letter received 3 March 2021 confirming approval of a \$200 million increase in the University's borrowing facility limit, conditional upon the University obtaining an investment grade credit rating.

To implement our Southern Infrastructure Project, we are seeking to contr ct with the building industry to commence construction in early quarter wo 2021.

As requested, we have initiated the process to obtain a pri ate monitored credit rating with Moody's Investor Service with the objective to complete in quarter three 2021.

At its meeting on 31 March, Tascorp Board will consider the University's funding request. To enable the Southern Infrastructure project to proceed in accordance with our desired timelines, the University will work with Tasco p following their Board meeting to confirm:

- Approval of an additional \$200 million term debt facility conditional upon obtaining an investment grade credit rating
- The revised Master Loan Facility Agreement, that underpins the new arrangements; and
- An interest rate risk mitigation strategy

I look forward to briefing you in the plans for our Southern Infrastructure when we meet on 31 March in Launceston.

Yours sincere y

Professor Rufus Black Vice-Chancellor

18 March 2021

Office of the Chancellor and Vice-Chancellor

University of Tasmania Private Bag 51 Hobart, TAS 7001 Australia

T +61 3 6226 2003 E <u>Vice.Chancellor@utas.edu.au</u> CRICOS Provider Code 00586B | ABN 30 764 374 782



Mr A J Ferrall Chair Tasmanian Public Finance Corporation GPO Box 1207 HOBART TAS 7001 2 2 JUL 2021

Dear Mr Ferrall

## University of Tasmania Guarantee

I refer to your letter of 1 July 2021 seeking confirmation that the existing Letter of Guarantee, issued on 15 June 2020 to Tascorp, will continue to apply to the University of Tasmania should Tascorp agree to the University's Southern Infrastructure Project borrowing request of an additional \$200 million and the extension of maturity of the existing \$125 million borrowing from 2023 to 2046.

I can confirm that the Government will continue to unconditionally and irrevocably guarantee the obligations of the University up to a maximum limit of \$200 million.

It is also understood that Tascorp is taking action to mitigate risks to the State where possible and I note that UTAS is proposing to provide Tascorp with additional security in real property mortgages plus cash investments.

Yours sincered

Peter Gutwein MP Premier Treasurer

## Department of Treasury and Finance

The Treasury Building 21 Murray Street HOBART TAS 7000 GPO Box 147 HOBART TAS 7001 Australia Telephone (03) 6166 4444 Facsimile (03) 6173 0219 Email secretary@treasury.tas.gov.au Web www.treasury.tas.gov.au

Minute to the Treasurer

2 5 OCT 2019

THVE

**Critical Date:** 

- 4 OCT 2019



18 October 2019

Subject: University of Tasmania - medium terr	m borrowing
Approved/Not approved/Noted	
Hon Peter Gutwein MP Treasurer	XO'

# Recommendation:

It is recommended that you:

- 2. note the University has written to you indicating that it is engaging with the Tasmanian Public Finance Corporation (Tascorp) on a medium-term borrowing requirement and that it will be seeking your formal approval for a higher limit in the near future;
- 3. note the need for a more considered approval framework for subsequent increases to the University's future borrowing limit;
- 4. note the proposed approval framework outlined in this Minute for future UTAS borrowing approval; and
- 5. sign the attached letter to the Vice-Chancellor of the University outlining the information that you will require to

Tony Ferrall Secretary

A October 2019

## Background:

The University wrote to you on 12 September 2019 providing an update on its discussions with Tascorp regarding its borrowing requirements.

As you are aware, section 7(2) of the University of Tasmania Act 1992 (the Act) requires the University to obtain the written approval of the Treasurer before exercising its power to borrow money.

This Minute:

- provides a brief summary of the short-term borrowing approval you provided under section 7(2) of the Act in June 2019;
- includes a suggested response to the University's September letter, including the information required for you to consider the medium-term borrowing request; and
- outlines a high level framework for considering the University's future borrowing requirements.

## Short term borrowing requirement

Medium term borrowing requirement

It should be noted, that the Tascorp borrowing approval process and the Treasurer's approval process under the Act are separate. Approval in one process does not constitute or imply approval in the other process.



## Department of Treasury and Finance

The Treasury Building 21 Murray Street HOBART TAS 7000 GPO Box 147 HOBART TAS 7001 Australia Telephone (03) 6166 4444 Facsimile (03) 6173 0219 Email <u>secretary@treasury.tas.gov.au</u> Web <u>www.treasury.tas.gov.au</u>



Doc reference 20/128939

Professor Rufus Black Vice-Chancellor University of Tasmania <u>Vice.Chancellor@utas.edu.au</u>

Attention: Jo Willsmore

Dear Professor Black

## COVID-19 Borrowing Arrangements

As you are aware, the Tasmanian Public Finance Corporation (Tascorp) eeks explicit support from the Treasurer on behalf of the State of Tasmania in certai circumstances, in relation to the borrowings of some Government related entities. This support has normally been issued in the circumstance where Tascorp would be unwilling to lend to an entity on a standalone basis and has taken the form of a Letter of Comfort.

However, to ensure timely access to sufficient funds from Tascorp to respond to the COVID-19 pandemic and implement the Government's policy esponses in the current environment has required an alternative approach. Most ecently this has taken the form of a letter to Tascorp advising that the Treasurer would guarantee the obligations of all participating authorities, including the University of Tasmania up to an agre d limit. This letter was provided to Tascorp on 15 June 2020.

The borrowing limits were set taking into consideration the current borrowings and existing facilities in place. The maximum borr wing imit set for the University of Tasmania is \$200 million.

To ensure there is appropriate transparency and consistency, the Tasmanian Audit Office has advised that a note should be included in the financial statements of the University of Tasmania and will advise you of the di closure required to reference this explicit support.

Should you have ny queries or require any further information regarding this matter, please contact

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Yours sincerely

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for Tony Ferrall Secretary

3 August 2020

## **Department of Treasury and Finance**

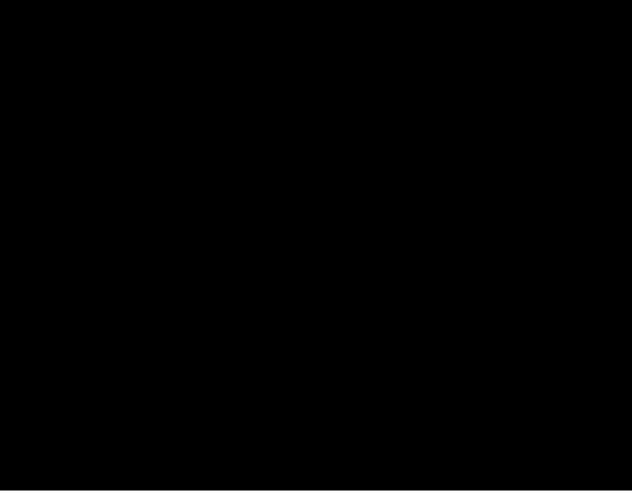
Ministerial Briefing Premier Treasurer



Subject: University of Tasmania Southern Infrastructure Borrowings

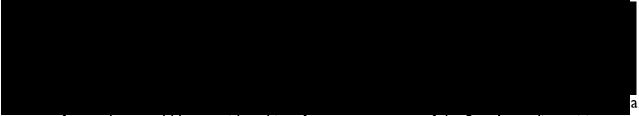
Date prepared: 9 June 2021

- On 6 October 2020, the University wrote to you seeking approval for \$200 million increase to its borrowing facility limit (to \$400 million). The University also raised the potential for an increase to the Government's guarantee under the COVID-19 borrowing arrangements.
- The University's proposal (provided to Tascorp in November 20 0 and to Treasury on 16 December 2020) suggested that it could financially support the re uested borrowings.



• On 12 February 2021, you agreed to approve the University of Tasmania's request to borrow an additional \$200 million in accordance with section 7(2) of the University of Tasmania Act 1992.

- 2
- The approval was subject to the following proposed conditions:
  - the University obtain and maintain a stand-alone, investment grade credit rating from an approved rating agency;
  - the increase of \$200 million to the existing borrowing facility limit was approved solely for the purposes of the construction of the Southern Infrastructure Project; and
  - the \$200 million borrowing facility limit will reduce over time consistent with the maturity profile detailed in the University's request.
- In providing this approval, you also agreed that the current Government gua antee provided to Tascorp to support COVID-19 related funding, would not be increased to cover any additional borrowings by the University.



factor that would be considered in a future assessment of the State's credit position.

- On 3 March 2021, you wrote to the Vice-Chancellor advising of your approval of the requested borrowings on the basis of the co ditions detailed above
- In March 2021, the Tascorp Boar appr ved a \$200 million increase in the University's borrowing limit, subject to the following conditions precedent:
  - the University obtaining nd providing Tascorp with a credit rating agency report showing a baseline credit assessment of investment-grade;

additional Master Loan Facility Agreement covenants and security charges.



• The University currently has a \$200 million limit with Tascorp, a \$125 million loan maturing in 2023 and a \$75 million overnight working capital facility.

Doc men refe ence: 21/139214

Contact:



Shareholder Policy and Markets

Telephone:

Department of Treasury and Finance The Treasury Building 21 Murray Street HOBART TAS 7000 GPO Box 147 HOBART TAS 7001 Australia Telephone (03) 6166 4444 Facsimile (03) 6173 0219 Email <u>secretary@treasury.tas.gov.au</u> Web <u>www.treasury.tas.gov.au</u>	Received - 2 FEB 2021 <u>MIN 20/37091/14</u> Premier's Office	Tasmanian Government
Minute to the Minister	Critical Date:	Urgent
Subject: University of Tasmania Southern Infrastruct Approved/Not approved/Noted Hon Peter Gutwein MP Premier Treasurer 12 FEB 2021 Recommendation:	ture Project Borrowing F	Request

It is recommended that:

- 1. you note the University of Tasmania (the University) has provided information and a financial model to Treasury to support the Southern Infrastructure Project borrowing request;
- 2. you note the attached Treasury analysis of the University's Southern Infrastructure Project borrowing request;
- 3. you consider the University's request to borrow an additional \$200 million and make a determination in accordance with section 7(2) of the University of Tasmania Act 1992 (the Act); and

Tony Ferrall Secretary

2 February 2021

## **Background:**

As you are aware, section 7(2) of the Act requires the University to obtain the written approval of the Treasurer to exercise its power to borrow money.

On 6 October 2020, the University wrote to you seeking approval for a \$200 million increase to its borrowing facility limit (to equal \$400 million). The University also raised the potential for an increase to the Government's guarantee under the COVID-I9 borrowing arrangements.

Treasury received the University's proposal, including its supporting financial model, on 16 December 2020.

Document reference:	21/24161	Contact Officer: Telephone:	Director Shareholder Policy and Markets Branch
	3.00		
20	0		

## **Department of Treasury and Finance**

Ministerial Briefing Premier Treasurer



Subject: University of Tasmania's Borrowings

Date prepared: 27 October 2021

• Section 7(2) of the University of Tasmania Act 1992 requires the University to obtain written approval from the Treasurer to exercise its power to borrow. However, once approval has been provided, the University has the ability to access Ta corp and the market directly for debt funding.



- The University currently has a \$200 million borrowing limit with Tascorp, comprising a \$125 million loan maturing in 2023 and a \$75 million overnight working capital facility.
- As you re aware the University is also seeking an additional \$200 million in borrowings to support its capital expenditure program, which includes the Southern Infrastructure Pro ect
  - Your approval of the additional borrowings was subject to the following conditions:
    - the University obtaining and maintaining a stand-alone, investment grade credit rating from an approved rating agency;
    - the increase of \$200 million in the borrowing facility is to be used solely for the purposes of the construction of the Southern Infrastructure Project;
    - $\circ~$  the \$200 million borrowing facility limit will reduce over time consistent with the maturity profile detailed in the University's request; and

- the current Government guarantee provided to Tascorp to support COVID-19 related funding would not be increased to cover any additional borrowing by the University.
- The COVID-19 Government guarantee was issued to Tascorp, and will not apply to any borrowings the University takes out with the market, including any potential refinancing of its existing borrowings.



Document reference:	21/246445		Co tact:	Deputy Secretary
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-3 MAR 2021

Professor Rufus Black Vice-Chancellor University of Tasmania Private Bag 5 I HOBART TAS 700 |

Dear Professor Black

## Southern Infrastructure Project Borrowing Limit Increase

I refer to your letter dated 6 October 2020 seeking approval for a \$200 million increase in the University's borrowing facility limit.

I understand that this increased funding facility is needed in order to progress work as part of the Southern Infrastructure Project, a key component of the University's forward Strategic Plan.

On the basis of the supporting information provided to Treasury by the University, I approve the request to increase the University's borrowing facility limit, as required under section 7(2) of the University of Tasmania Act 1992. This approval is subject to the following conditions:

- the University obtains and maintains a stand-alone, investment grade credit rating from an approved rating agency;
- the increase of \$200 million to the existing borrowing facility limit is approved solely for the purposes of the construction of the Southern Infrastructure Project; and
- the \$200 million borrowing facility limit will reduce over time consistent with the maturity profile detailed in the University's request.

I am of the view that the University should obtain borrowings on a stand-alone basis. Therefore, the current Government guarantee provided to the Tasmanian Public Finance Corporation to support COVID-19 related funding will not be increased to cover any additional borrowings by the University.

If you have any questions in relation to this matter, please contact Treasury and Finance on the second or at v at the Department of

Yours sincerely

Peter Gutwein MP Premier Treasurer

Department of Treasury and Finance The Treasury Building 21 Murray Street HOBART TAS 7000 GPO Box 147 HOBART TAS 7001 Australia Telephone (03) 6166 4444 Facsimile (03) 6173 0219 Email <u>secretary@treasury.tas.gov.au</u> Web <u>www.treasury.tas.gov.au</u>	Received 2 4 FEB 2021 <u>MIN 20/37091/18</u> Premier's Office	Tasmanian Government
Minute to the Minister	Critical Date	: Urgent
Subject: University of Tasmania Southern Infrastru	ucture Borrowing Request	t - Update
Approved/Not approved/Noted		
M	Ser	
Hon Peter Gutwein MP		

Premier Treasurer - 3 MAR 2021

**Recommendation:** 

Tony Ferrall Secretary

24 February 2021

### **Background:**

On 12 February 2021, you agreed to approve the University of Tasmania's request to borrow an additional \$200 million in accordance with section 7(2) of the University of Tasmania Act 1992 (the Act). The approval was subject to the following proposed conditions:

- the University obtain and maintain a stand-alone, investment grade credit rating from an approved rating agency;
- the increase of \$200 million to the existing borrowing facility limit is approved solely for the purposes of the construction of the Southern Infrastructure Project; and
- the \$200 million borrowing facility limit will reduce over time consistent with the maturity profile detailed in the University's request.

You also agreed that the current Government guarantee provided to the Tasmanian Public Finance Corporation to support COVID-19 related funding would not be increased to cover any additional borrowing by the University.

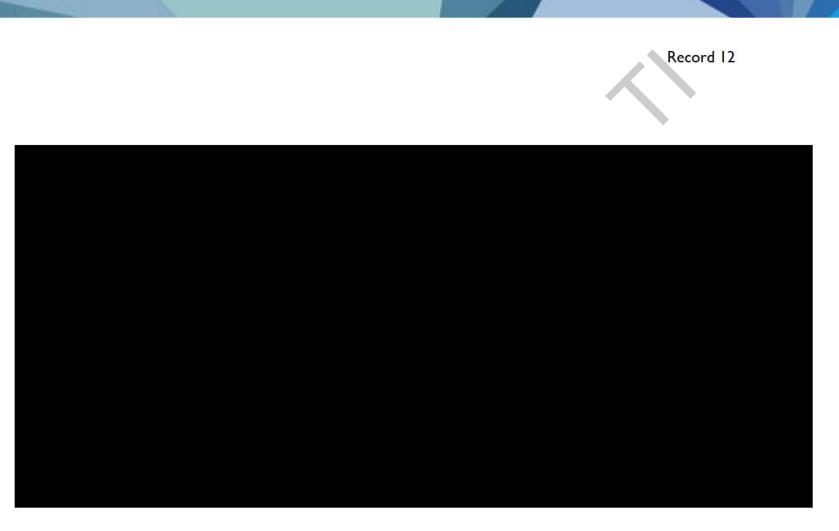
Attached for your signature are letters to the University and Tascorp advising of your approval of the borrowings subject to the above conditions.

Document reference: 21/47056

Contact Officer:

Telephone:

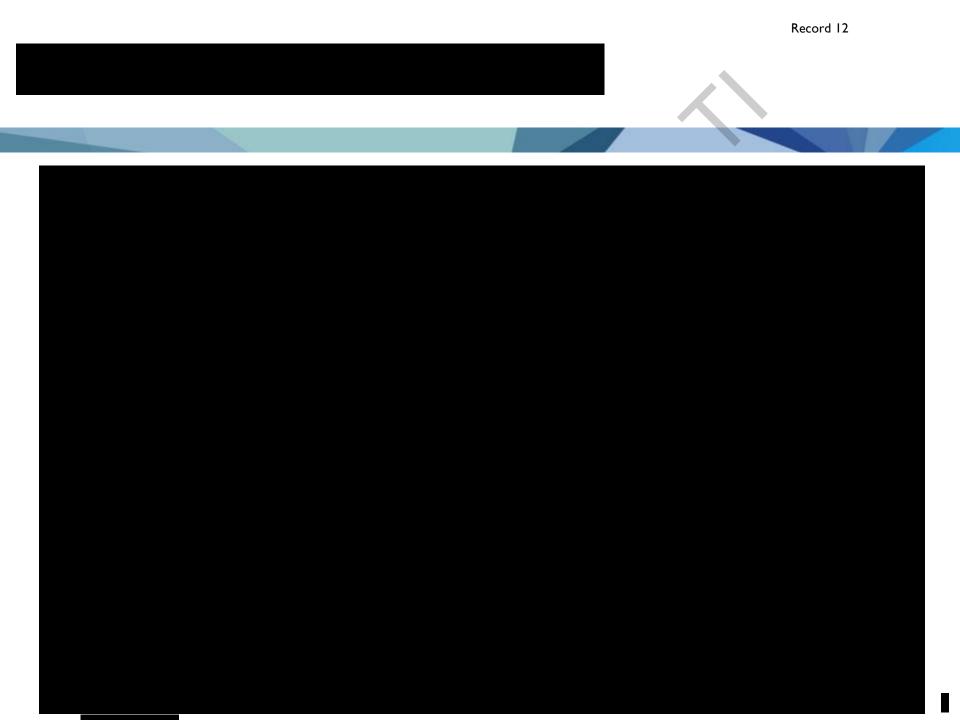
David Bailey Director Shareholder Markets and Policy (03) 6166 4413



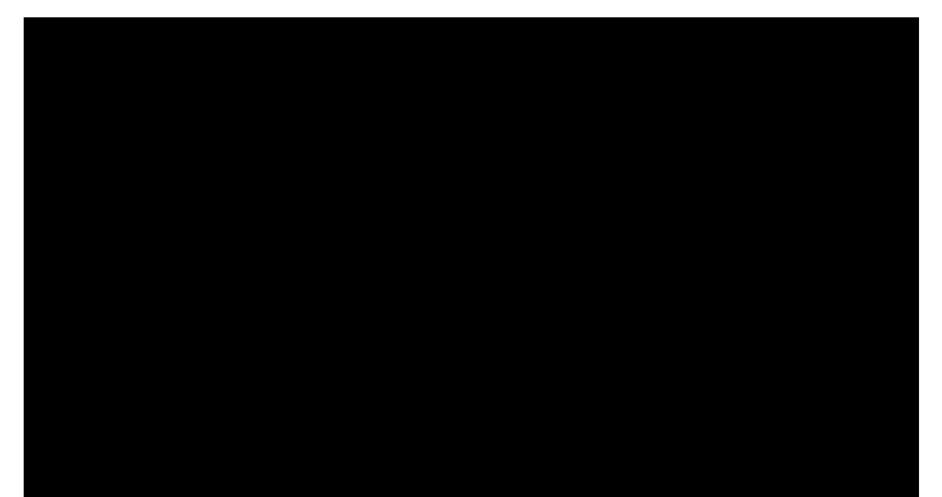




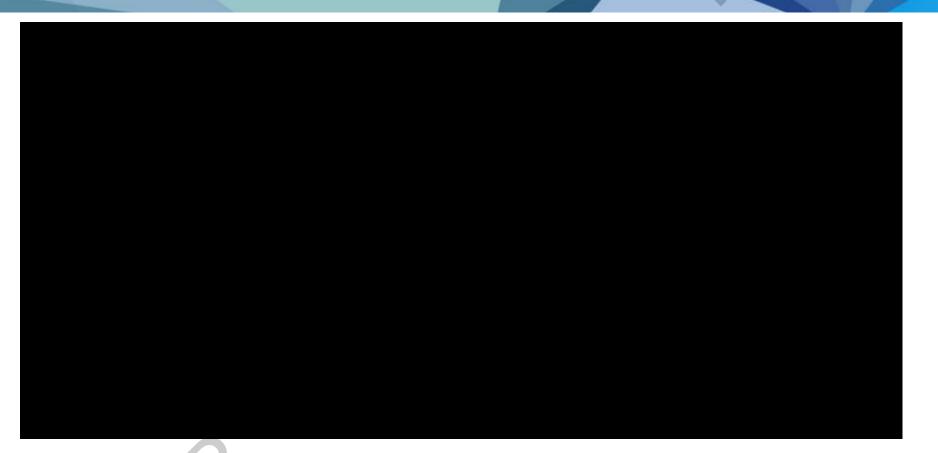








# University of Tasmania



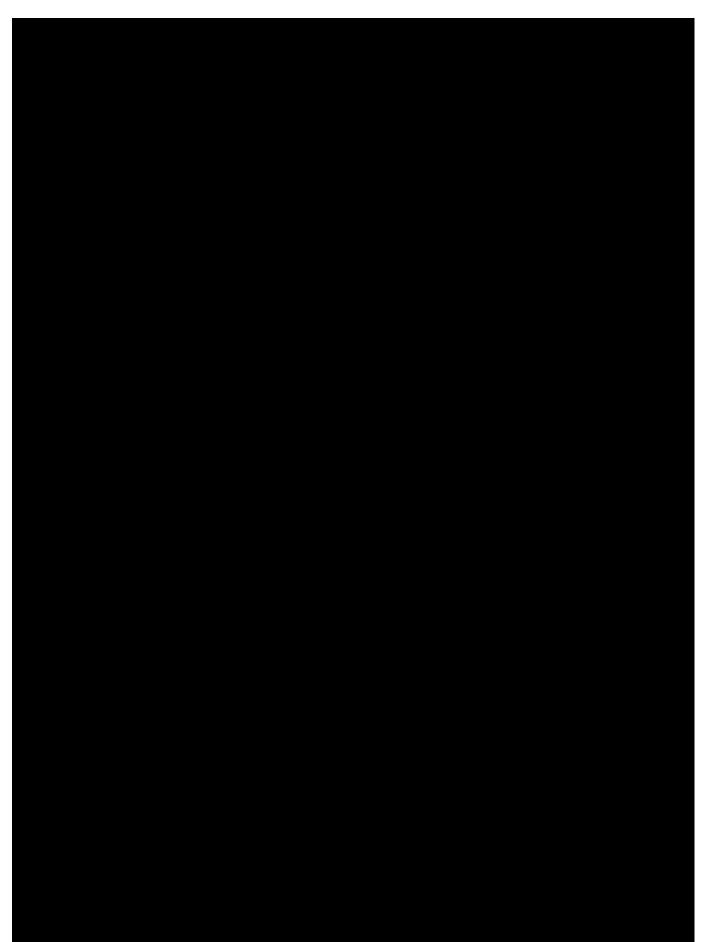
 The \$522 million Southern infrastructure project is still progressing. This involves moving from the Sandy Bay campus to the CBD. A Draft masterplan publicly released in May 2021.

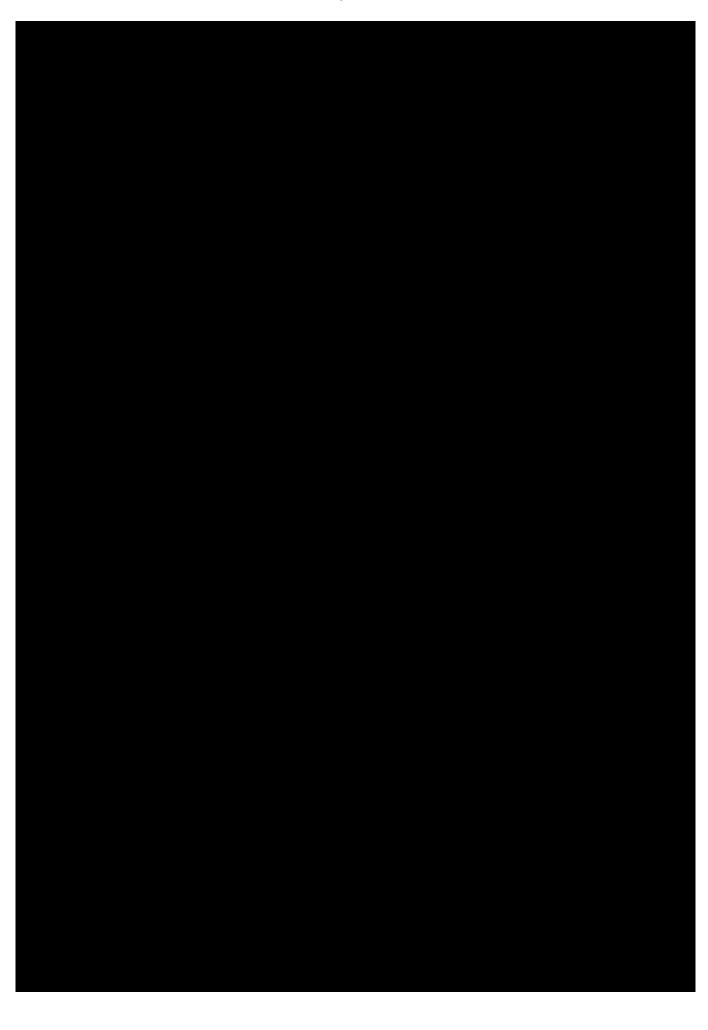
# Department of Treasury and Finance

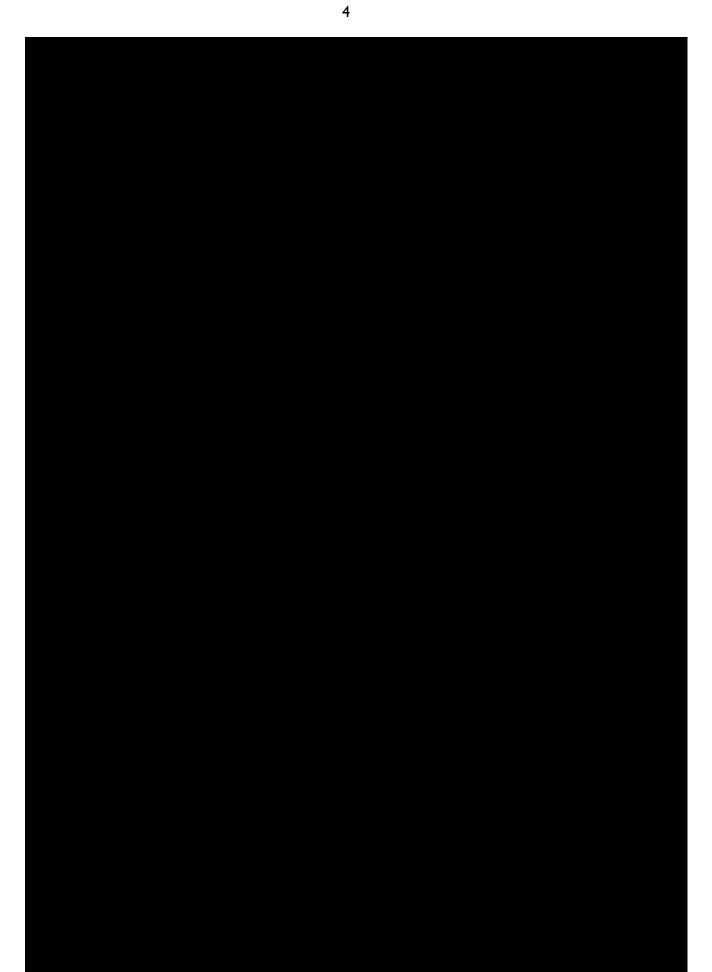
# **Briefing Note**

То:	Tony Ferrall, Fiona Calvert	
cc:		
Subject:	Treasury meeting with Moody's	
Document reference:	21/80810	
Meeting details		
Date: 12 May 2021	<b>Time:</b> 9:00am	Venue: Tr sury building - Frank in Room
Attendees:		
Tony Ferrall	Secretary	Treasury
Anton Voss	CEO	Tascorp
	Vice President / Senior Credit Officer	Moody's
	Associate Analyst	Moody's















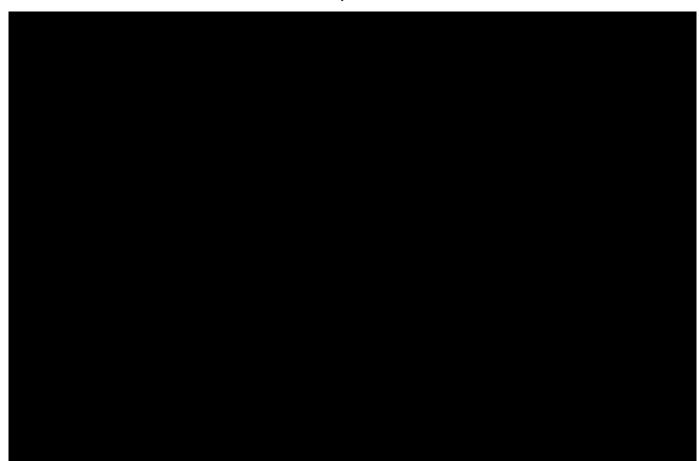
## The University of Tasmania

- Has adopted an operating strategy which now has a greater focus on building domestic student • numbers and permanent cost reductions.
- Exposure to int rnational students was not as high as its mainland counterparts. •

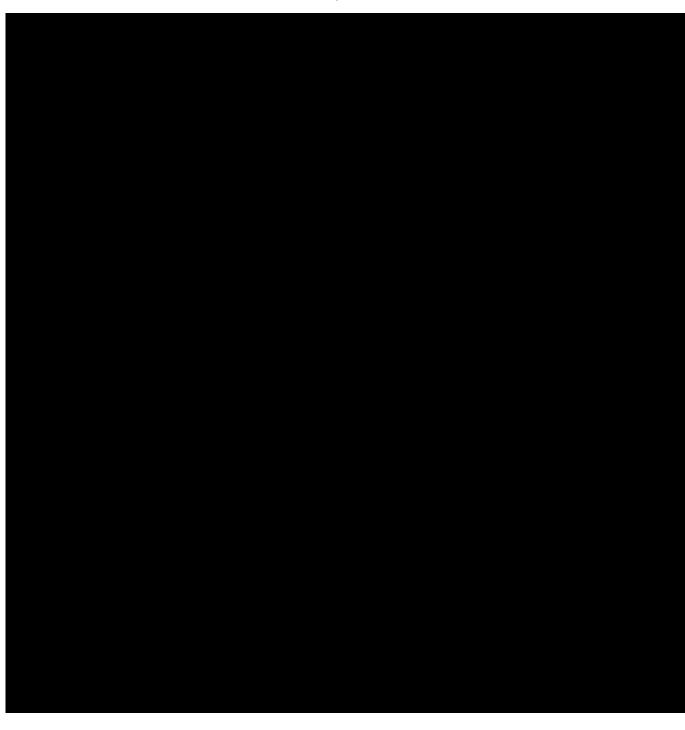
#### Still progressing southern infrastructure strategy which involves moving from the Sandy • Bay campus to the CBD.

- No additional Government support has been provided to the University. •
- Southern infrastructure project requires debt funding to progress. ٠













# -3 MAR 2021

Mr T Ferrall Chairman Tasmanian Public Finance Corporation GPO Box 1207 HOBART TAS 7001

Dear Mr Ferrall

University of Tasmania Southern Infrastructure Project borrowing limit increase

Based on the information provided to Treasury by the University, I advise that I have approved the request to increase the University's borrowing facility limit, as required under section 7(2) of the University of Tasmania Act 1992. This approval is subject to the following conditions:

- the University obtains and maintains a stand-alone, investment grade credit rating from an approved rating agency;
- the increase of \$200 million to the existing borrowing facility limit is approved solely for the purposes of the construction of the Southern Infrastructure Project; and
- the \$200 million borrowing facility limit will reduce over time consistent with the maturity profile detailed in the University's request.

I am of the view that the University should obtain borrowings on a stand-alone basis. Therefore, the current Government guarantee provided to Tascorp to support COVID-19 related funding will not be increased to cover any additional borrowings by the University.

I have written to advise the University of these decisions.

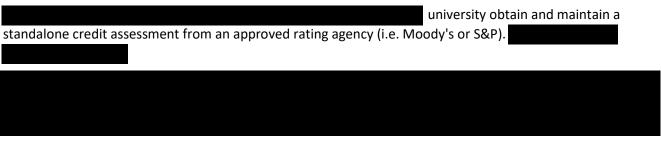
Yours sincerely

Peter Gutwein MP Premier Treasurer

## UTas - credit ratings request - correspondence history

## 23 October 2019 - Letter to UTas from Treasurer

Document link: 19/170498 - 20190927 letter from Treasurer to UTAS - Medium Term Funding Solution



## 31 October 2019 - Letter from UTas to Treasurer

Document link: <u>19/189986 - Attachment to MIN19/15924 - Letter from the Vice-Chancellor of the University</u> of Tasmania

## Document link: <u>19/225307 - Letter from Vice Chancellor Profe</u> sor Rufus Black to the Treasurer

18 December 2019 - Letter from UTas to Treasurer

## 6 February 2020 - Letter from Treasurer to UTas

Document link: 20/6053 - 20200110 letter from Treasurer to UTAS -

Restates desire for University to obtain credit rating



## 21 August 2020 - Briefing note for meeting with UTas and SPM

Document link: 20/166713 - Briefing note for Secretary - Meeting with the University of Tasmania 14 September 2020 - Government guarantee and borrowing limits

(Jo Willsmore (CFO) and Adam Dance (Treasury and Commercial Projects) attended from Utas)

Briefing includes the following:

## 6 October 2020 - Letter from UTas to Treasurer

Document Link: <u>20/189005 - MIN20/37091 - Letter from Rufus Black Vice-Chancellor - State governemnt</u> <u>guarantee increase for sourthern campus</u>

## 28 October 2020 - Letter from Treasurer to UTas

Document link: <u>20/189855 - 20201012 - Letter from Premier to Professor Rufus Black - State Government</u> <u>Guarantee Increase</u>

## 5 November 2020 - Letter from UTas to Treasurer

Document link: <u>20/212899 - MIN20/37091 - Letter of respons</u> from Professor Rufus Black - State <u>Government Guarantee Increase</u>

No direct/specific reference to credit rating

17 December 2020 - Email from Fiona Calvert (Treasury) to Adam Dance (UTas)

Document link: 21/87 - 20201218 UTAS to SPM - RE: UTAS borrowings and extra info

### 17 December 2020 - Email from Jo Willsmore (UTas) to Fiona

Document link: 21/87 - 20201218 UTAS to SPM - RE: UTAS borrowings and extra info

Includes attachm nt of conf rmation of UTas's engagement with Moody's (pending Moody's acceptance).

## 3 March 2021 - Le ter from Treasurer to UTas

Document link 21 45691 - 20210221 letter from Treasurer to UTAS - SIP Borrowing Approval



Tasmanian Public Finance Corporation

Level 1, 114 Murray Street Hobart Tasmania 7000 GPO Box 1207 Hobart Tasmania 7001 Phone (03) 8396 1200 Intl 61 3 8396 1200 Fax (03) 9086 4195 Intl 61 3 9086 4195 ABN: 75 403 768 119

1 July 2021

Hon Peter Gutwein MP Treasurer Level 11, Executive Building 15 Murray Street HOBART TAS 7000

Dear Treasurer

## University of Tasmania Borrowing Request

I write to you at the request of the TASCORP Board.

The University of Tasmania (UTAS) currently has a borrowing limit with TASCORP of \$125 million until 30 June 2023 with an additional \$75 million of overnight working capital. These borrowings are supported by a guarantee originally provided by y u on 15 June 2020 as part of COVID-19 lending to Participating Authorities. As you are aware, UTAS is also seeking an additional \$200 million in borrowings and a term extension of current borrowings to support its capital expenditure program, which includes the Southern Infrastructure Project.

Yours sincerely

Tony Ferrall Chair



Tasmanian Public Finance Corporation

Level 1, 114 Murray Street Hobart Tasmania 7000 GPO Box 1207 Hobart Tasmania 7001 Phone (03) 8396 1200 Intl 61 3 8396 1200 Fax (03) 9086 4195 Intl 61 3 9086 4195 ABN: 75 403 768 119

24 January 2022

Hon Peter Gutwein MP Treasurer Level 11, Executive Building 15 Murray Street HOBART TAS 7000

Dear Treasurer

## University of Tasmania – TASCORP Consent Provided for UTAS to Borrow from the Market

I write to you on behalf of TASCORP's Board to provide you with an update on the current arrangements relating to the University of Tasmania's (UTAS) request for funding to commence its Southern Infrastructure Project (SIP).

UTAS currently has a borrowing limit with TASCORP of \$125 million until 30 June 2023, with an additional \$75 million of overnight working capital. These borrowings are supported by a guarantee originally provided by you on 15 June 2020 as part of COVID-19 Lending to Participating Authorities and re-confirmed in your letter of 22 July 2021.

On 28 July 2021, TASCORP also approved a new \$200 million facility to facilitate the construction of the SIP.

Yours sincerely

Tony Ferrall Chair