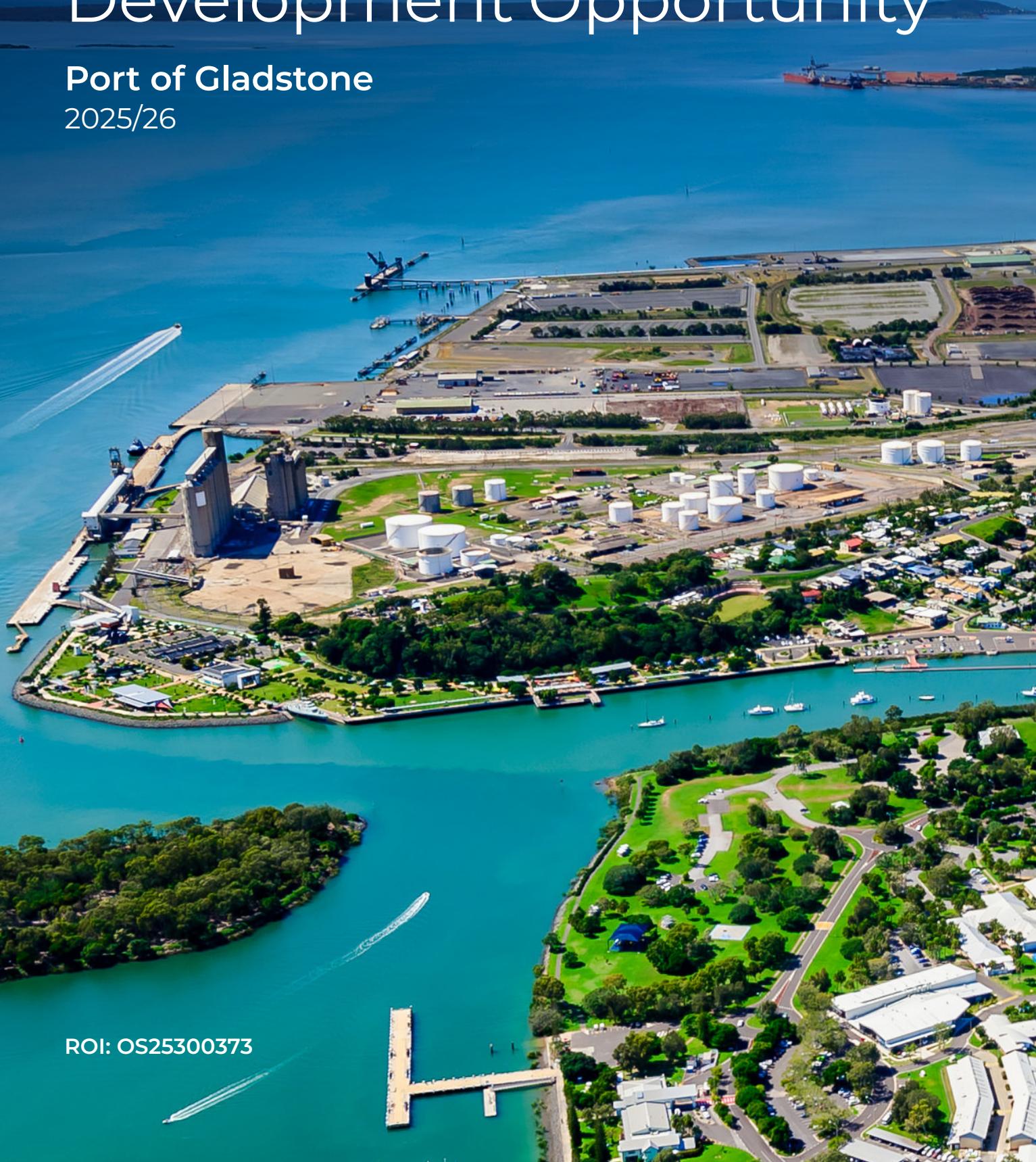


Registration of Interest

Container Terminal Development Opportunity

Port of Gladstone
2025/26



ROI: OS25300373



Executive summary

A rare opportunity to develop a world-class container terminal in Central Queensland.

Gladstone Ports Corporation (GPC) is inviting experienced private sector investors and operators to participate in this landmark development of a new container terminal strategically located in Gladstone – the industrial powerhouse of Queensland. A prime site has been selected at Port Central in the Priority Port of Gladstone. This Container Terminal Development Opportunity is a strategic step in Queensland's freight future, accommodating rapid growth in containerised freight, opening new trade routes, and allowing private investors to directly participate in a major port infrastructure development.

The potential development area is approximately 54 hectares, including land reclamation. This opportunity focuses on developing the required marine and landside infrastructure (including quay structures, yard areas, and terminal equipment), and establishing efficient inter-modal connections to support growing regional and international trade.

GPC welcomes Registrations of Interest (ROI) with the vision and capacity to advance this transformative opportunity, and help unlock the full potential of Gladstone's Port Central as a critical gateway for Australia's expanding container trade.

Through this market engagement, GPC seeks to gauge market interest and identify innovative, scalable solutions from the private sector that deliver world-class infrastructure and operational excellence.

To take up this challenge, proponents are invited to demonstrate their operational capabilities and commercial strategies, including innovative approaches to infrastructure delivery and commercial structuring.

GPC will support investors to deliver a high-capacity container terminal that enhances supply chain resilience, unlocks new trade pathways, and drives sustainable economic growth for Central Queensland and beyond.



“GPC invites Registrations of Interest from capable and forward-thinking proponents to collaborate in the development of a containerised freight terminal at Port Central in the Port of Gladstone. This opportunity empowers private sector investors to play a pivotal role in shaping Queensland's freight and logistics landscape for decades to come.”

– Maree Adshead, GPC Board Chair.

Contents

Updated: October 2025

2	Executive summary	10	GPC strategy and vision
3	About the Registration of Interest	11	Land use planning
4	Introduction to GPC	12	Alignment with government policy
5	Introduction to Port of Gladstone	13	For more information
6-9	Container terminal development opportunity	14-15	Appendix: how to register

Glossary of Terms and Acronyms

BPT – Barney Point Terminal

LAT – Lowest Astronomical Tide

ROI – Registration of Interest

GPC – Gladstone Ports Corporation

PoG – Port of Gladstone

SDA – State Development Area

Disclaimer

The information contained within this document are estimates only and should not be taken as statements of fact. The statements, figures, projections and other information provided do not represent guarantees or assurances of future performance. These involve both known and unknown risks and other variables, many of which are beyond GPC's control and which may cause actual numbers and outcomes to differ materially to those expressed.

About the Registration of Interest

GPC is inviting non-binding ROIs from suitably experienced investors and operators to explore development opportunities for expanding containerised freight infrastructure at Port Central, within the Port of Gladstone.

This market engagement is designed to assess industry interest, gather informed insights, and shape potential investment opportunities. GPC aims to identify a range of scalable solutions and potential investment models that will cater for anticipated container trade growth and regional supply chain demands.

As part of this ROI process, GPC is seeking targeted feedback to test key development assumptions, particularly in relation to delivery

frameworks, commercial structures, and regulatory considerations. This information will be used to refine the project scope and ensure future engagement aligns with industry expectations and investment capacity.

ROIs must be submitted through Queensland Government's procurement platform [VendorPanel Public Tenders](#), using the reference number OS25300373. To participate, potential proponents need to first register with VendorPanel. Please review the ROI Response Form carefully before completing and submitting a response via [VendorPanel Public Tenders](#) prior to the closing date of **3 March 2026**. For ROI specific information, refer to the Appendix.

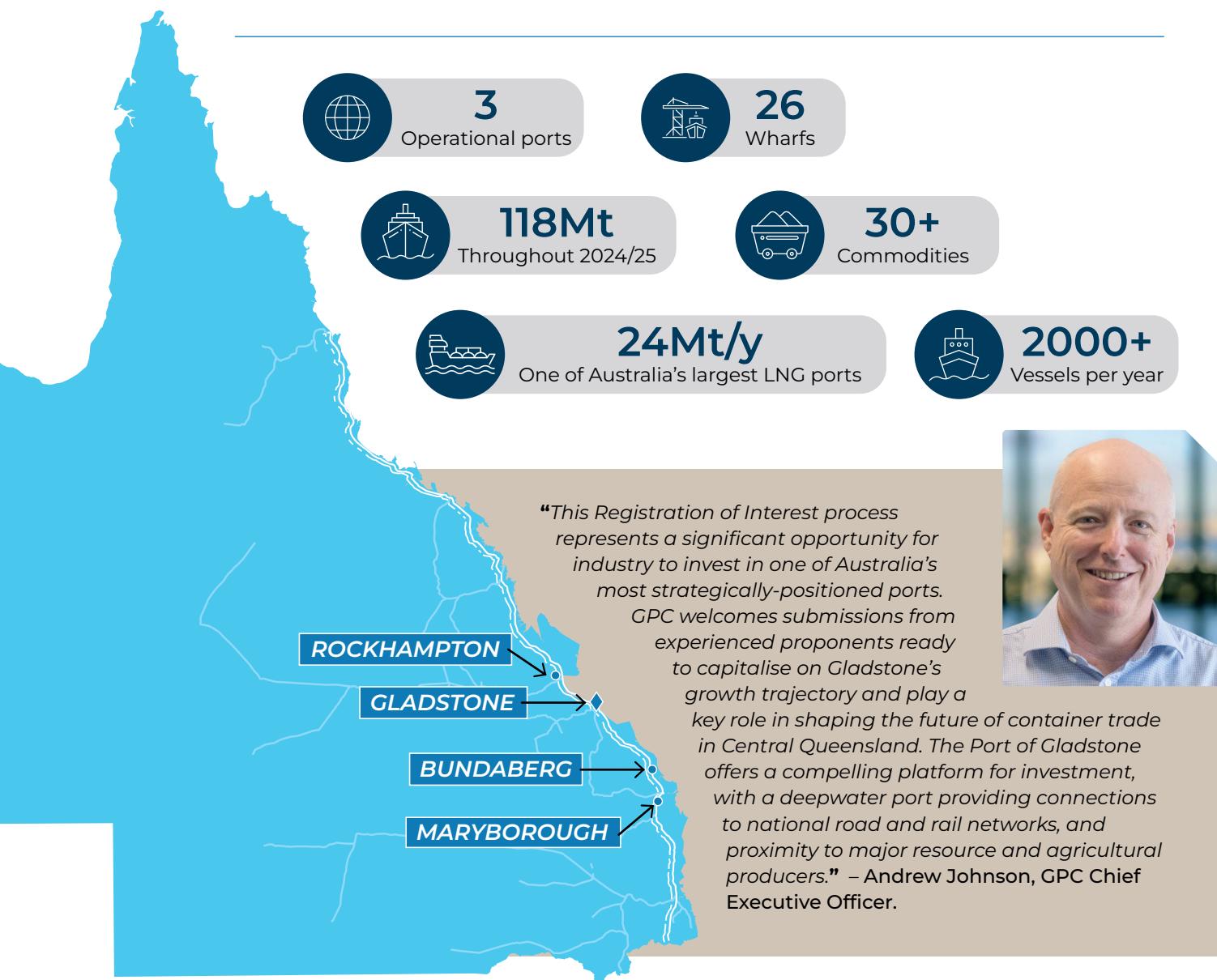
Introduction to Gladstone Ports Corporation

GPC continues to underpin its standing as one of Australia's premier multi-commodity ports, playing a vital role in global trade and regional prosperity.

As a Government Owned Corporation under the *Government Owned Corporations Act 1993*, GPC is responsible for the management of four key ports in Central Queensland. GPC operates the multi-commodity ports of Gladstone, Rockhampton and Bundaberg, and oversees the non-operational Port of Maryborough. GPC plays a vital role in facilitating trade and supporting economic activity across a broad range of industries (including energy, manufacturing, mining, agriculture and construction).

Across its three operational ports, GPC supports an annual throughput of approximately 118 million tonnes (Mt) of cargo, across 2,000+ vessel visits, serving both domestic and international markets.

GPC maintains a long-term formal Indigenous Land Use Agreement (ILUA) with the Bailai, Gurang, Gooreng Gooreng, and Taribelang Bunda nations. The ILUA enables co-management of port land, with a partnership involving inclusive collaborative First Nations consultation within GPC port business. This includes the protection of cultural heritage, and supporting educational bursaries, university scholarships and local events that promote cultural recognition and reconciliation.



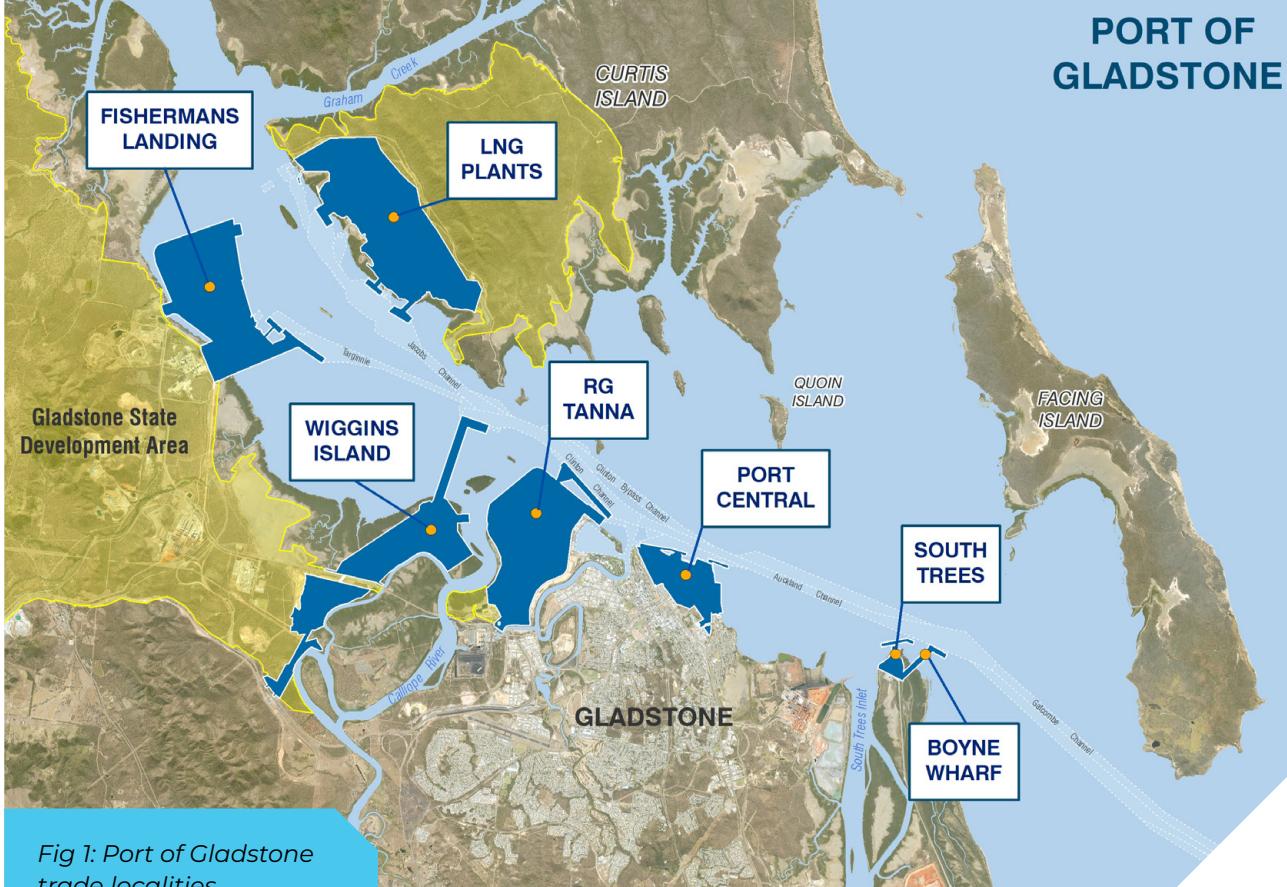


Fig 1: Port of Gladstone trade localities

Introduction to Port of Gladstone

Located 525 kilometres north of Brisbane, the Port of Gladstone (PoG) is Queensland's largest multi-commodity port and one of Australia's most important deepwater harbours.

The port covers 5,408 hectares (ha) of land, including seabed and reserves. The port's deepwater channels, protected by Facing and Curtis Islands, accommodate large vessels and maintain efficient marine operations on a 365 day, 24 hours a day basis.

PoG features seven main trade localities with 20 operational wharves, including specialised terminals at Port Central, RG Tanna, Fisherman's Landing, South Trees, Boyne Wharf, Wiggins Island, and Curtis Island. GPC maintains other significant land holdings close to the port facilities, with adjacent developable land and infrastructure to support industry and logistics sectors. To support manufacturing and logistics, the port is in close proximity to the 27,000ha Gladstone State Development Area (SDA).

PoG is a key export gateway for Central Queensland's resource and industrial sectors, handling more than 30 different commodities with a 2024/25 throughput of 117.42 Mt. Commodities include coal, liquefied natural gas, bauxite, alumina, aluminium, petroleum, cement, agriculture (pulses and grains), and timber.

Gladstone's established road and rail infrastructure provides essential inter-modal connectivity, facilitating efficient transport of goods between PoG and regional industries. This integration supports reliable supply chains and contributes to the ongoing economic development of Central Queensland.

PoG is formally recognised as a Priority Port under the *Sustainable Ports Development Act 2015*. This designation reflects the port's strategic significance to the Queensland and Australian economies, while ensuring long-term environmental management (particularly in relation to the Great Barrier Reef World Heritage Area).

Opportunity overview: development of a container terminal at Port Central

The Gladstone Container Terminal Development Opportunity invites the private sector to invest in core infrastructure that is vital to long-term regional trade and economic development.

PoG offers a compelling platform for investment in a new container terminal that will support the growing demand for containerised freight and strengthen Queensland's freight and logistics network. Proponents are invited to submit scalable development concepts that align with their operational and commercial strategies.

Proponents have the opportunity to shape how key marine and landside infrastructure within Port Central are delivered and operated. This site allows for transformation – from a brownfield site (currently used for Oversize Overmass laydown, project cargo and other port industry activities), into a high-capacity container terminal. The development area includes direct waterfront

access and is strategically located adjacent to the port's maintained deepwater shipping channel.

The proposed container terminal site is capable of supporting up to three container berths (AP5, AP6, and potentially a repurposed AP7) to accommodate infrastructure suitable for handling significant container volumes.

The development will require:

- land reclamation
- berth pocket dredging
- construction of land-backed wharves and quay structures
- terminal yards
- equipment
- operational buildings, and
- supporting systems.





Fig 3: Indicative development area – Gladstone Container Terminal

GPC does not prescribe specific vessel sizes or equipment types. Proponents must demonstrate how their terminal design will meet international performance standards for maximising container volumes, providing cost-competitive container operations, and facilitating open vessel liner access.

Proponents will also be responsible for funding and delivering all required infrastructure. All utility connections (power, water, sewerage and communications) must be designed, funded, and coordinated by the proponent in collaboration with GPC and other relevant authorities.

GPC has a long-standing Indigenous Land Use Agreement (ILUA) which reflects a strong foundation of collaboration and mutual respect with local First Nations communities and Traditional Owners. Established processes guide the protection of cultural heritage while supporting efficient port operations, and these will be key considerations in the planning and operation of the new container terminal.

Integration with broader transport networks is essential. Proponents must ensure efficient connections with adjacent road and rail systems, and deliver any upgrades required to support multi-modal freight movements. All planning, approvals, and technical investigations (including environmental and social impact assessments, planning reports, and geotechnical investigations) will be the full responsibility of the proponent – and may be required prior to any exclusive rights being issued.

In accordance with its core function as a Port Authority, GPC will support this opportunity through the provision of leasehold land, facilitating access to port infrastructure, and coordinating with relevant government agencies and stakeholders.

Subject to commercial arrangements, GPC will also utilise its experience and expertise to assist proponents to establish regulatory approvals and undertake works associated with capital dredging and land reclamation. This is likely to include Australian and Queensland Government regulatory considerations and processes, that are often critical path activities for port-related development. GPC has extensive earthworks capability and could supply material from its own quarry for port development purposes.

There may also be an opportunity for GPC to deliver additional elements of the project on request by the proponent. Any scope of works for GPC's delivery will need to be developed collaboratively between the proponent and GPC, and appropriate commercial arrangements will be required for all works undertaken by GPC.

A long-term lease tenure, aligned with the scale of investment, is available subject to the approval of GPC's Shareholding Ministers.

This opportunity empowers proponents to play a pivotal role in transforming the PoG into a major containerised freight gateway, unlocking new supply chain efficiencies and long-term economic growth across Central Queensland and beyond.

Key attributes of Port Central

- Maintained channel depth of minus (-)15.8m LAT accommodates container vessels, equal or greater in size to other Australian East Coast ports
- Potential berth pocket depths at quay line -15.8m LAT
- Potential for three berths across, with an approximate 1,000 metre quay line
- Availability of AP7 (Barney Point) for potential repurposing, subject to demand and strategic review
- Existing rail line connection to the North Coast Line and Moura Short Line
- Port Access Road supports A-double truck configurations
- Potential development area of approximately 54ha, including land reclamation
- PoG Land Use Plan supports container terminal operations and multi-user inter-modal facilities
- Proximity to industrial land for warehousing and supply chain integration
- Long-term lease tenure available, subject to Shareholding Ministers' approval



At a Glance



Strategic location with global trade access

- Ideally located close to Asia-Pacific shipping routes, with opportunity for vessels to reduce shipping costs and improve turnaround times compared with other East Coast ports.
- Extensive land, coupled with proximity to the Gladstone SDA, provides exceptional opportunities for complementary manufacturing capability, warehousing and integrated logistics to support expanding trade demands.



Market expansion & regional trade enablement

- Unlock significant untapped regional freight potential, supporting agricultural, mining, manufacturing and industrial producers across Central Queensland, by improving supply chain efficiencies and market reach.
- Operate an efficient, alternate East Coast container port unlocking new capacity to support growing regional and international trade.



Strategic infrastructure & scalable trade capacity

- Deepwater channels, sheltered harbour and established port infrastructure provide the foundation for accommodating containerised trade, with capacity for channel expansion when warranted by sustained growth in vessel throughput.
- Rail and road links connecting inland production zones, with the longer-term prospect of Inland Rail presenting a potential future opportunity to significantly broaden PoG's reach.
- Access to existing multi-user AP4 wharf facilities, if required, for commencement of operational activities in support of a staged development.



Government & policy alignment

- The opportunity aligns with Queensland and Australian Government priorities.
- These include regional economic diversification, national freight strategy goals and supply chain resilience.



Supply chain resilience

- Represents a strategic opportunity to enhance Australia's container network resilience by expanding northern East Coast capacity, diversifying port options, and reducing systemic supply chain congestions and vulnerabilities.
- Offers potential disaster-recovery capacity by establishing a reliable contingency terminal designed to maintain freight operations during crises or periods of peak demand, supporting national logistics and security objectives.



Sustainability & innovation potential

- Enables the integration of sustainable design, energy-efficient technologies, zero-waste principles, automated handling, and digital supply chains that optimise resource use and operational efficiency.
- Proponents can showcase leadership in ESG by actively reducing emissions, advancing net-zero goals, and shaping the future of low-carbon, innovative port infrastructure that integrates with, and enhances, a thriving regional community.

GPC strategy and vision

GPC facilitates, grows and diversifies trade through partnerships.

The Gladstone Container Terminal Opportunity supports GPC's purpose to facilitate and deliver sustainable trade and prosperity for its customers and Queensland.

GPC recognises the growth of container trade as a key to long-term resilience and prosperity, and is seeking to collaborate with proponents and other regional stakeholders to position PoG as a leading container freight hub for Queensland and the broader Asia-Pacific region.

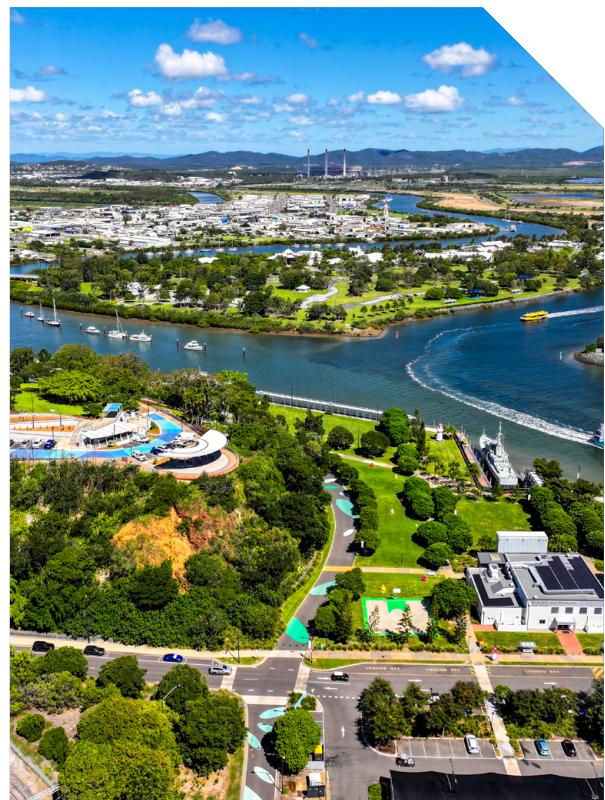
By advancing the Gladstone Container Terminal Opportunity, GPC is maximising the value of existing PoG land and assets, diversifying the port's cargo mix for future resilience, and increasing container throughput in line with targeted trade growth.

GPC's future trade strategy and spatial planning identifies Port Central as the ideal locality for container trade growth. GPC aims to achieve the

long-term transition of Port Central to lower risk, multi-purpose and containerised trade.

Barney Point Terminal (BPT) currently facilitates access to PoG for bulk mineral and agricultural product export. GPC will work with proponents to explore the opportunity to repurpose the BPT and its deepwater berth, subject to the viable transition of bulk material trades to an alternate export method or location.

Protecting and enhancing the safety and amenity of community interfaces with the proposed new development is a priority. These interfaces include buffer lands that are recognised by the PoG Land Use Plan and the Queensland Government's Port Overlay for the Priority Port of Gladstone.



Growth

Our Vision

A world leading multi-commodity ports' corporation



Prosperity

Our Purpose

To facilitate and deliver sustainable trade and prosperity



Community

Our Values

We respect and care for each other, country and community
We operate with integrity and accountability
We innovate to create sustainable solutions
We collaborate to drive high performance



Land use planning

It is critical that GPC ports are developed in a systematic and sustainable manner to facilitate the continued growth of trade. Land use planning is a vital part of that process.

The area identified for the container terminal is located on Strategic Port Land and Strategic Port Land Tidal Area, as defined under the provisions of the *Transport Infrastructure Act 1994* (Qld). GPC acts as the regulator (assessment manager) for this area, enacted through the provisions of the *Planning Act 2016* (Qld) to encourage and support the establishment of port-related development.

Capital dredging and reclamation works may require Federal-level approvals. Any proposed container terminal development will require Development Applications to be submitted to GPC (as the assessment manager).

Applications will need to be consistent with the relevant provisions of the PoG Land Use Plan and associated development codes, and comply with the provisions of Queensland Government's Port Overlay for the Priority Port of Gladstone (which GPC is also responsible to administer).

Development Applications may also require referral to relevant Queensland Government agencies under the *Planning Regulation 2017* (Qld). GPC can provide technical expertise and pre-lodgement services to support and guide applicants in the appropriate phases of the Container Terminal Opportunity process.

A new Land Use Plan is being developed for the PoG to better reflect contemporary land use planning policies and locality intents. The development of a container terminal in this location is consistent with intent for the Port Central locality within the draft Land Use Plan.

Alignment with government policy

The Gladstone Container Terminal Opportunity ROI has been prepared to align with Queensland and Australian Government policy positions on maximising regional productivity through trade facilitation, protecting supply chain infrastructure, infrastructure optimisation, and delivering sustainable economic, environmental, and social outcomes through strategic and responsible planning.

Australian and Queensland Government alignment

Not limited to the following, these legislation, policies and plans are relevant considerations in the development of this Gladstone Container Terminal Opportunity.

- Australian Infrastructure Plan 2021
- Central and Western Queensland Infrastructure Plan
- Central Queensland Regional Plan 2023
- *Coastal Protection and Management Act 1995*
- *Environment Protection Act 1994*
- *Environment Protection Biodiversity Conservation Act 1999*
- *Environmental Offsets Act 2014*
- *Fisheries Act 1994*
- Guideline documents for Government Owned Corporations
- Master Plan Priority Port of Gladstone 2018
- National Ports Strategy 2011
- *Planning Act 2016*
- Queensland Freight Strategy 2019
- Queensland Procurement Policy 2023
- State Infrastructure Strategy 2022-2042
- *Sustainable Ports Development Act 2015*
- *Transport Infrastructure Act 1994*
- White Paper on Developing Northern Australia 2015

For more information

GPC Supply team:

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To register your interest in the ROI, refer to VendorPanel Public Tenders (reference number OS25300373).

www.vendorpanel.com.au/publictenders.aspx

Appendix

Registration of Interest open!

Container Terminal Development Opportunity

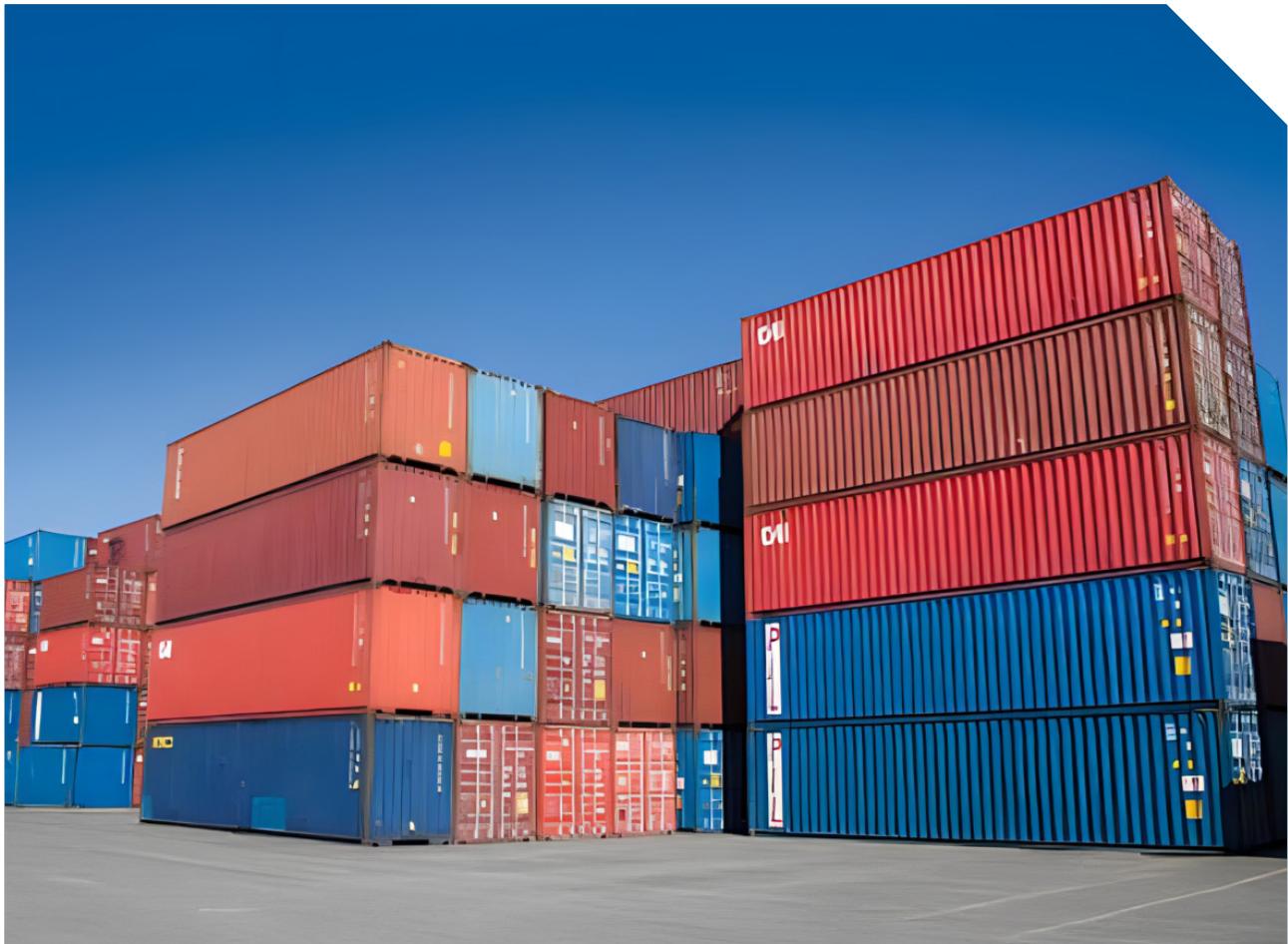
Port of Gladstone

Find out more
vendorpanel.com.au/publictenders.aspx
Ref: #OS253003373



Reference	ROI specific information
Contact and queries during ROI period	Queries regarding the ROI must be directed to GPC's Supply representative as follows:
Contact name	James King
Telephone number	+61 (7) 4976 1557
Written contract (preferred)	Via VendorPanel
Lodgement of ROI	ROI closing time
ROI closing date	Tuesday, 3 March 2026
ROI closing time	2:00pm Australian Eastern Standard Time (AEST) (Brisbane)
Responses must be addressed as follows	

ROI no	OS25300373
ROI description	Gladstone Container Terminal Opportunity
Submission details	ROIs must be submitted via the online tendering system VendorPanel Public Tenders . Respondents must first be registered with VendorPanel to proceed with the 'Submit an Electronic Response' process.
Independent Probity Advisor	An Independent Probity Advisor has been appointed
Probity Advisor name	Simon Dravitski – O'Connor Marsden and Associates (OCM)
Telephone number	+61 438 389 855
Email contact	SDravitski@ocm.net.au





**Gladstone Ports
Corporation**

Growth, prosperity, community.