PARTNERS THROUGH THE ASSET CYCLE.

Comdain Infrastructure

ESTABLISHED IN 1962.

Design, construction, operations and maintenance of Australia's water and gas networks.

Over 3,000 safety observations and
2,000 safety training events per annum

Operating and maintaining 20,500 km of gas pipelines connecting
1.2 million consumers across Victoria

90% of our projects are repeat business

$1 billion of infrastructure delivered in the past 5 years

100 seat purpose built training and development centre

$700 million of modernisation and water efficiency projects in
the last 8 years

Over 500 full time professional staff including 90 qualified civil,
electrical and mechanical engineers

40,000 work orders and 20,000 meter installations annually

Servicing 15 of Australia's leading water authorities and 4 leading
energy providers

1.5 million work hours per annum

Leaders in field mobile solutions utilising over 600 smart
field devices

Self perform over 50% of services delivered of mechanical
electrical and civil scope

Principal contractor on 95% of projects

Data secured at national Tier 1 data centre

50 YEARS OF PARTNERSHIP.

SERVICING AUSTRALIA'S LEADING UTILITY AND ENERGY PROVIDERS

THE 60s

Starting in 1962 Comdain establishes services in water and gas reticulation in Melbourne.

THE 70s

Growth and investment in heavy plant and equipment.

Renowned for being a collaborative contractor, with competitive strengths in customer service.

1981 - 1989

Established service provider for gas transmission pipelines and augmentations. The company begins evolving into a dynamic infrastructure organisation, with an enviable reputation for providing leading construction solutions.

1987

Comdain Homes commences operations.

1992

Successful delivery of Portland (Alcoa) gas transmission pipeline.

1996

Comdain awarded Gas & Fuel Victoria Operations and Maintenance contract.

2003

Commenced operations in Queensland, with a new office and continue to win utility contracts.

2005

Sub Alliance Partner on Gippsland Water Factory with Transfield and CH2MHill.

Delivering 80km's of pressure pipelines and 8 pump stations.

2008

Won $280M Irrigation Modernisation Alliance contract (Comdain/ Transfield/ SKM/GMW).

2010

Commenced regional business unit in Shepparton and Echuca.

2011

National Gas Insertion Program commences.

2012

Awarded Multinet Operations and Maintenance contract.

2013

Sydney office opens. Awarded Sydney Water NFRP for 5 years.

2013

Completion of Banksia award winning Hattah Environmental Flows project, including one of Australia's largest pump stations/11,574 litres per second.

2013

Established panel positions in Queensland with QUU, Unitywater, Seqwater and GCCC.

2014

Systems Group commences operations delivering complex, multidisciplinary mechanical, electrical, civil and structural engineering projects for gas, water and energy.

2015

Launched 'Take the Lead', a Safety Vision developed by our people.

2016

New Head Office and Operational Centre opened by Victorian Minister for Environment, Climate Change and Water Hon. Lisa Neville, ensuring outstanding engineering and asset management services for decades to come.

Today

Our 50 year heritage is rich with insight and smarts. Having been an integral part of the networks we've built, our business today takes a whole of life vision when designing and developing solutions.

Our Integrated Management System has grown and adapted to meet the needs of our clients and drives real certainty to achieve successful objectives.

And we don't stand still. Our people and their approach to safety and innovation is what drives us to challenge how we can work better – smarter. It is why we are excited about the next 50 years.

ENGINEERED AND BUILT TO MANAGE.

90% OF PROJECTS ARE REPEAT BUSINESS

Cranbourne 10ML Recycled Water Tank

CREATING AND OPTIMISING ASSETS TOGETHER.

End-to-end engineering and asset management solutions

Comdain has developed long-term industry relationships delivering quality engineering and optimal asset management services throughout Australia.

> *Our smart solutions, sector knowledge and ability to leverage a TOTEX approach is complemented by our project construction and management capabilities.*

Our relationships, the quality of what we do and our systems and processes all serve to strengthen our position as a true and valued partner.

WE UNDERSTAND THE UNIQUE AND DISCREET CHARACTERISTICS OF ASSET MANAGEMENT SERVICES AND ENGINEERING SERVICES.

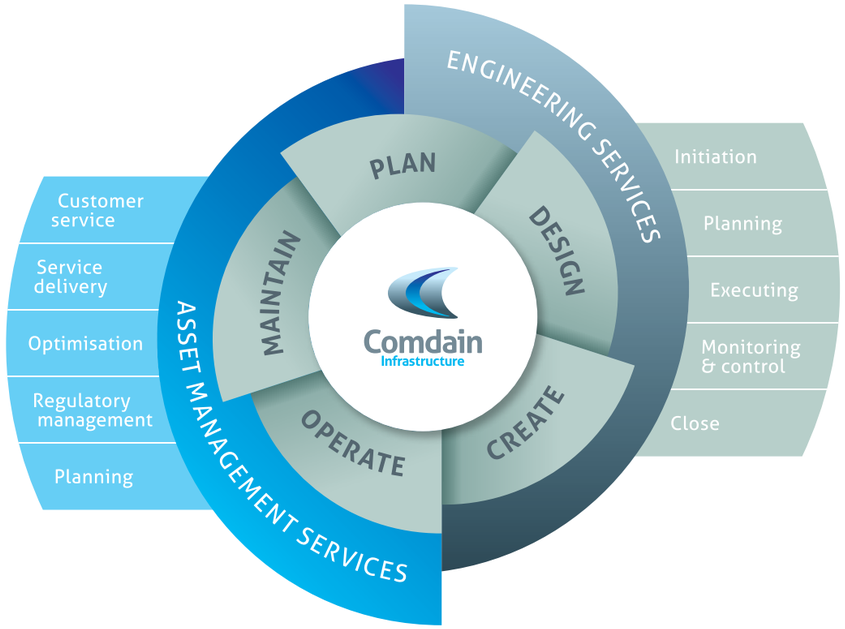
Design, construction, operations and maintenance of Australia's water and gas networks.

Engineering Services

Our engineers think beyond the brief. They have the culture and skills to work collaboratively with clients and industry partners to deliver innovative solutions and value.

Employing over 200 engineers and project management professionals with civil, mechanical and electrical capabilities, we support and manage the planning, design and delivery of asset creation.

We adopt risk management and mitigation practices that create value and increase stakeholder confidence. For every project, we instil a rigorous approach to project management referencing our detailed Comdain Project Management Manual. From estimation, procurement and scheduling, to commissioning and closeout, our PMBOK trained project managers drive efficiencies to deliver high quality projects on time, safely and under budget.

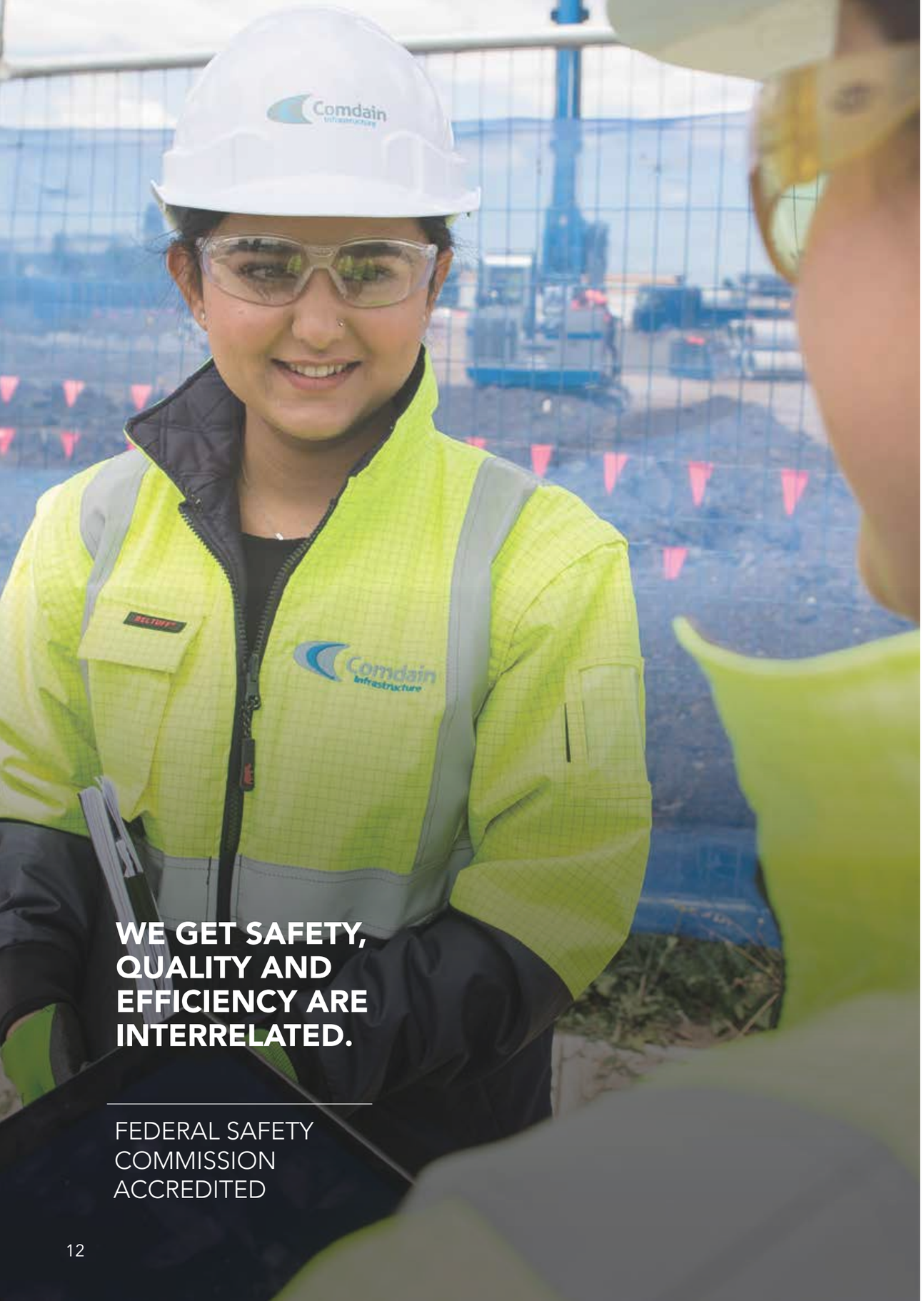


Asset Management Services

We respect the privilege of being our client's representative – a unity that exists based on trust. Trust that has earned us the right to work on their network and has been built from outstanding workmanship and knowledge.

We understand the asset life cycle, the whole-of-life costs and how to deliver operations, maintenance and renewal programs efficiently for our clients, and seamlessly to the end user.

Our asset management capabilities support utilities with strategic high performance planning, maintenance, operations, innovative technologies, procurement, as well as servicing 24/7 customer requirements. Fundamental to this is ComLink – our industry leading field mobility solution dramatically changing the landscape of the sectors we work in.



WE GET SAFETY, QUALITY AND EFFICIENCY ARE INTERRELATED.

FEDERAL SAFETY COMMISSION ACCREDITED

GLOBALLY RECOGNISED SAFETY AND PERFORMANCE CULTURE.

Multiple winner of Yarra Valley Water Health and Safety Awards

Comdain is an industry leader in safety, quality and risk management. We continue to learn and implement global best practice in everything we do. Our tri-certified management systems are regularly audited by compliance and risk experts BSI Global to drive efficiencies and improvements across all business functions.

Our vision is for everyone at Comdain to be a leader in safety. And we have introduced mandatory safety 'Life Rules', which in its purest form, are a set of safety values that save lives and protect us all.

'Take the Lead' is a Safety Vision initiative developed by the people of Comdain to influence behaviours, not just measurable outcomes. Core to this is empowerment, leadership and accountability.

Safety inductions and regular training is provided at our training and development centre – a hub of safety knowledge.

For two years running, we have won the Yarra Valley Water Health and Safety Award based on this initiative. This vision, and our ability to seamlessly integrate our safety systems to our clients, is recognised and acknowledged.

"Comdain's approach to HSE, the launch of it's new safety vision, driven from the very top of the organisation, and reflection the alignment to Multinet's own vision."

Daniel Santos, HSE Manager
United Energy / Multinet Gas

We can also boast that we conducted over 3,000 safety observations and facilitated 2,000 safety training events over 1.5 million hours worked annually.

Our pathway to this generative safety culture is informed and planned. It requires everyone being a safety culture leader.

SAFETY VISION Take the lead

LOCAL PROFESSIONALS INDUSTRY BEST PRACTICE.

Our smarts rest with our people – empowered and accomplished highly skilled professionals. Nimble enough to care, resourced enough to do, they drive excellence in customer service, innovation and safety.

Our leaders are utility/engineering sector experts challenging and adding value to clients, well beyond simply delivering services. Staying true to our values: Enduring, Hands on, True partners, Dynamic, Renown specialist and Professional drive.

Our leadership team, 90+ engineers, 100+ project professionals and 300+ field operatives connect to form a practical, productive and engaged culture.

Being agile, remaining open to learning and seeking out challenges allows us to stretch our clients and ourselves. It is why we invest in our people with targeted professional development programs. We foster leadership management in conjunction with Leadership Management Australia, and customise PMBOK training delivered through Engineers Australia.

Our 24/7 field workforce is empowered to maintain essential utility networks and are well mobilised in the cities of Melbourne, Sydney and Brisbane. Regionally, our locally based teams understand and invest in the communities they operate and work in.

Our people have a positive energy that is contagious and uplifting. Self-performing over 50% of all our works, we develop and redefine infrastructure to make our cities more liveable by working together with our key stakeholders.

Self-perform is a powerful tool, driving performance, allowing benchmarking, retaining knowledge, providing certainty. Comdain has multi-disciplinary self-performing skills and attributes.

500+ EXPERTS ACROSS THE COUNTRY.

"A clear strategy with an unwavering focus on Australia's utility assets"

Peter Coen,
CEO.

"Safety is the number one priority and influences all our decisions."

Kevin Morrision,
National HSEQ Manager.

"Solutions are fundamental for long-term contract delivery success."

Kerry Karafotias,
GM Commercial, Legal & Risk.

"An ability to innovate and integrate unlike any I have seen."

Jim Gaha,
COO.

"Regional people delivering regional projects with industry leading practices."

Alex Marshall,
GM Regional.

"A culture like no other, highly supported dynamic teams."

Robert Ryan,
State Manager QLD.

COLLABORATION AT THE CORE.

Comdain has been partnering to deliver nationally critical water and gas services for over 50 years.

We embrace the spirit of partnership and fundamental to this is aligning objectives to drive innovation, and a robust governance framework to share both risk and reward.

Our people seek to first understand our clients stated and unstated needs, and then we work closely in a collaborative way to deliver the best solution for our clients and their customers.

"Our gratitude and appreciation in the effort and care Comdain has applied to these works and more importantly the community of Canungra."

Kerry Nesbet,
Queensland Urban Utilities

Dynamic, collaborative and responsive partner focus

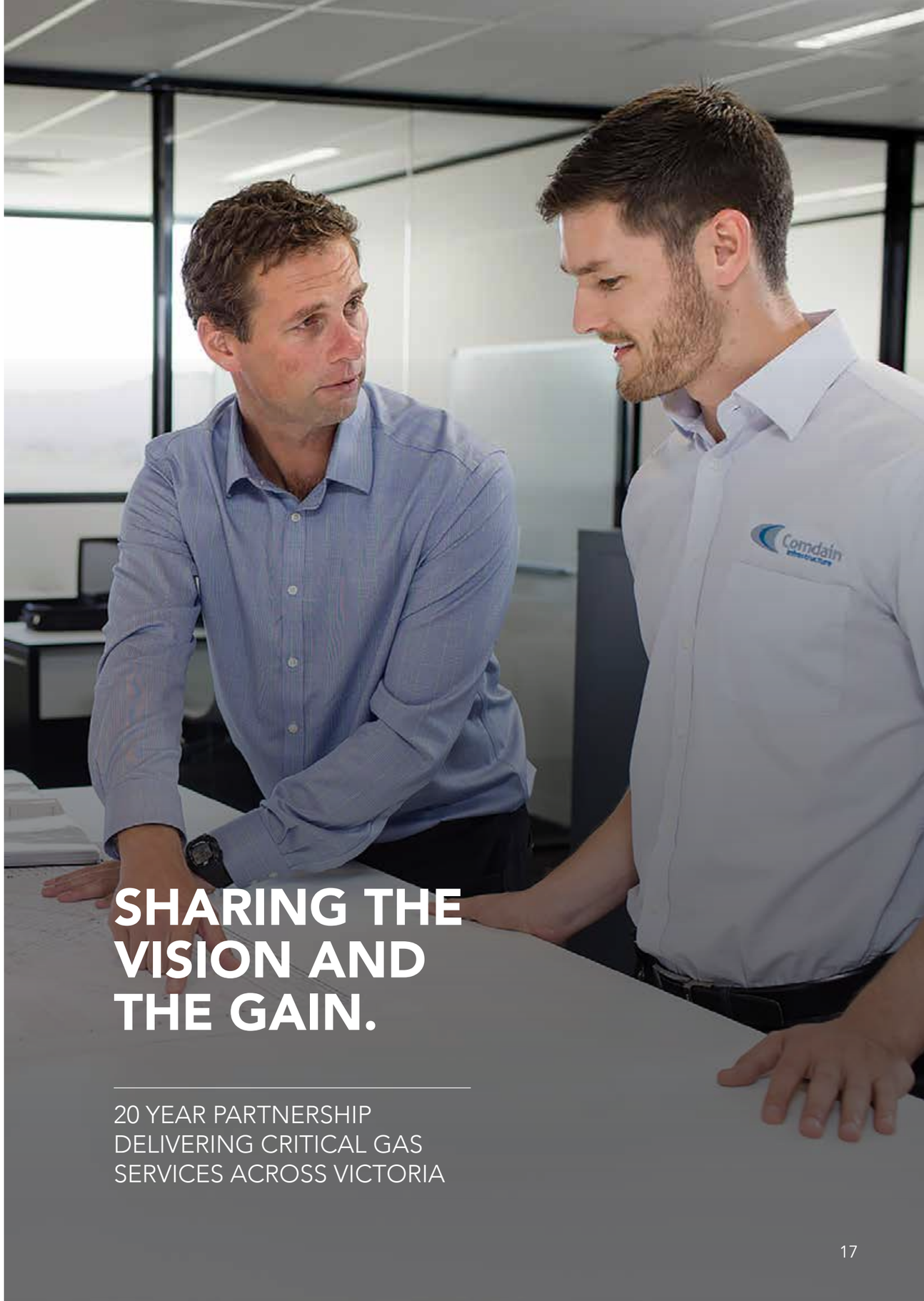
We thrive on delivering within relationship based programs that are complex and technical.

Having established relationships with subcontractors and specialists in the key areas we work in, and through rigorous subcontractor management, we can assemble the right team for any project. Good partners commit for the journey. Consistency is the key to our 50 years of stability.

Together we create win-win outcomes.

Winner of Infrastructure Partnerships Australia Award

INFRASTRUCTURE PARTNERSHIPS AUSTRALIA



SHARING THE VISION AND THE GAIN.

20 YEAR PARTNERSHIP
DELIVERING CRITICAL GAS
SERVICES ACROSS VICTORIA

A CAN DO INNOVATIVE CULTURE.

Innovative thinking is in our DNA and is driven by the proactive 'can-do' culture of our organisation – from top to bottom. With a long heritage of innovation, we are committed to challenging conventional approaches to drive safety, productivity, and importantly, unlock value for our clients.

At Comdain our innovation is embedded at many levels from our project/program management framework, our highly functional IT solutions, the multidisciplinary internal skills, our best practice risk management approach and most importantly our people.

Our culture of high performance and approach to continuous improvement has produced outstanding results for the Multinet contract. Innovative programming, scheduling and work allocation drove down operational costs by $30 million over five years.

Our commitment to operational performance and sharing this knowledge throughout our business means we can implement innovative solutions to create greater efficiency for our clients.

"Comdain have continuously found ways to work smarter and more safely."

Jason Keune
Seqwater

CHALLENGING CONVENTION, DRIVING IMPROVEMENT.

COMDAIN'S PROGRAM OPTIMISATION DELIVERING $30 MILLION OF SAVINGS

INFORMATION SHARED, INTEGRATION ASSURED.

OVER 600 SMART DEVICES IN THE FIELD

BENEFIT WITH SMARTHUB TECHNOLOGY.

SmartHub

Leveraging from our best practice systems, Comdain's internally developed SmartHub has a proven capability of managing 50,000+ work orders annually. It is a suite of applications developed to produce highly functional program delivery mobile software to take the hard work out of data collation and reporting.

ComLink is a bespoke and fully integrated field mobility application to link the field to asset management and financial systems in real time. This B2B solution minimises administration, manages large numbers of remote work sites and maximises field productivity.

World-class and industry leading, ComLink is now widely accepted and utilised by Sydney Water, Water NSW, APA, Multinet and Lower Murray Water and provides smart gateways to how we integrate with our clients.

ComFlow has been at the forefront of Comdain's leading irrigation and metering projects enabling field crews to quickly gather data from greenfield or existing meter sites. A typical ComFlow application can aid the inspection and design process, and deliver over 4,000 metre installations in less than six months.

ComPass is our internal business platform that manages all project sites, work flows, procedures, documents and HR policies across the entire Comdain workforce community and provides real-time document management and collaboration tools.

"The iPad based ComLink solution has been great in driving improvements for my team. It's an excellent tool for managing and resourcing large volumes of work orders."

Tony Soccio, Operations Manager - Asset Management (30 years)
Comdain Infrastructure

SmartHub

ComLink ComFlow ComPass

AUSTRALIA'S WATER, GAS AND REGIONAL INFRASTRUCTURE EXPERTS.

Building many of Australia's world-class infrastructure projects, we have the know-how, expertise and capacity to rapidly mobilise experienced project teams to both urban and rural environments. Respected and acknowledged by clients and peers, we all share a desire to be the best at what we do.

With strategically placed offices around Australia, our longstanding and local teams understand the communities we operate in and boast local knowledge.

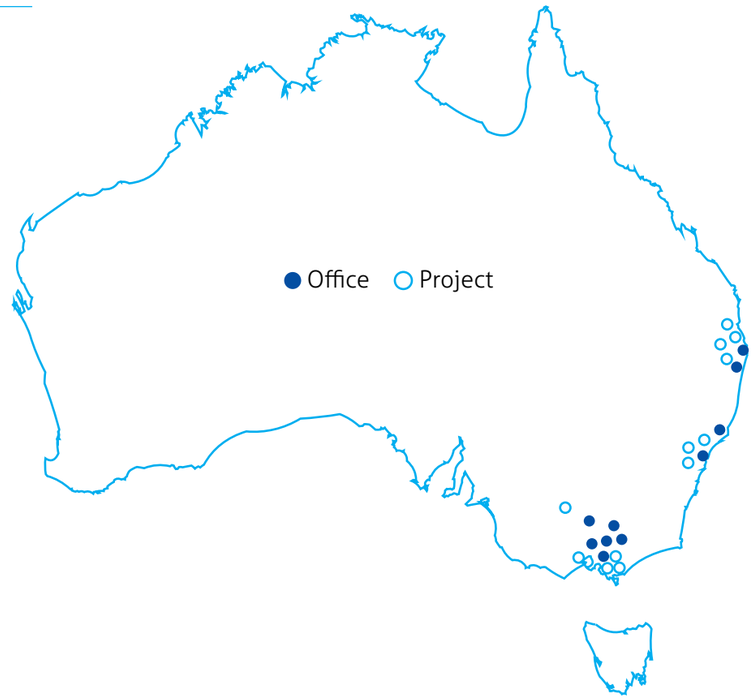
Comdain also has an impeccable environmental and sustainability record. The enduring relationships we have with Australia's leading water and gas authorities means we can continually benchmark against best practice requirements, bringing learnings from multiple sources to create opportunities for performance improvement.

Our projects and programs

With clients located nationally in both urban and regional areas, Comdain has been involved in delivering some of Australia's leading infrastructure. Some of our recent defining projects and programs include:

- LMW Sunraysia Modernisation Project
- Sydney Water Growth and Renewal Programs
- Multinet Gas Operations and Maintenance Program
- QUU Brisbane water security connection and Brisbane River Crossing – Bartley's Hill
- GMW Hattah Lakes Environmental Flows project
- $2 Billion GMID Foodbowl modernisation project
- Seqwater North Pine Water Treatment filters and pH program.

OVER 500 EXPERTS ACROSS 9 NATIONAL LOCATIONS



SHARING LEARNINGS NATIONALLY.

$1 BILLION OF INFRASTRUCTURE DELIVERED IN THE PAST 5 YEARS

East Goulburn off-take regulating structure

CREATING AND SHAPING AUSTRALIA'S WATER INFRASTRUCTURE.

Comdain has been building water networks since 1962 – it's the foundation of our business.

We specialise in end-to-end engineering and asset management services to construct water and wastewater infrastructure in urban environments – brownfield and greenfield.

Knowing the networks like we do, we see the bigger picture meaning we bring the knowledge and smarts integral to overall project delivery. Our clients have peace of mind that we have a deep and inherent understanding of essential service provision and the governance framework that surrounds the water industry.

Our people are true professionals, actively participating in industry groups such as the Australian Water Association and WaterAid.

Our capabilities include:

- Concept and detailed design and drafting
- Hydraulic engineering
- Pump stations
- Treatment plant upgrades
- Emergency storage
- Pressure management
- Mains renewals
- Pipelines
- Regulating structures
- Mechanical/Electrical
- Condition assessment.

WE'VE BUILT THE NETWORK. WE KNOW THE NETWORK.

SERVICING AUSTRALIA'S LEADING WATER AUTHORITIES

Our holistic water asset approach using the latest technology, innovative thinking and smart IT systems has allowed us to successfully deliver projects throughout Australia.

High capacity and devotion to deliver the project before Christmas, enabling us to start commissioning the recycled water treatment plant early.

Evelyn Yung,
Yarra Valley Water.

Our live client portfolio includes:

- Yarra Valley Water
- Barwon Water
- South East Water
- Western Water
- City West Water
- Coliban Water
- Goulburn Murray Water
- Goulburn Valley Water
- Lower Murray Water
- Sydney Water
- Water NSW
- Hunter Water
- Queensland Urban Utilities
- UnityWater
- Seqwater
- Gold Coast City Council
- Central Highlands Water
- Murrumbidgee Irrigation.

North Pine Treatment Plant

THE GAS NETWORK SPECIALISTS.

Comdain is a national leader in delivering critical gas transmission and distribution infrastructure. We provide engineering and asset management services to deliver gas network construction and maintenance.

From design and installation of complex networks, through to managing city regulating systems and providing 24/7 emergency leak repairs in busy CBD streets, our end-to-end capability spans the full asset life cycle.

"Advanced knowledge and skills allows Comdain to complete works proficiently, they are always willing to take ownership."

Michelle Wingrave,
Multinet Gas

Importantly, we understand how to deliver essential services. And we do this with a high focus on safety and with minimal disruption to the communities that we operate in. As the client representative, we integrate seamlessly and are calm under pressure. We are specialists in minimising risk and keeping everyone safe.

20 YEARS GAS EMERGENCY RESPONSE FOR MELBOURNE

SERVICING OVER 1 MILLION CUSTOMERS ACROSS AUSTRALIA.

Our solutions always offer outstanding value-for-money due to the efficiency of our operations and ability to innovate with technology.

We also have one of the largest gas trained workforces in Australia with both national competency accreditation and utility specific training.

Our capabilities include:

- Gas network operations and asset management
- Gas distribution – mains and services
- Urban gas transmission pipelines
- Mains renewals/insertions
- Fabrication and installation of compressor stations
- Design and construction of city gates and gas regulators
- 24/7 emergency response.

We drive value at every stage for our clients. Our contract with APA Group has evolved over five successive contract renewals (20+ years) and continues to deliver very high levels of safety, supply security and customer service. Similarly, we are proud to work with Australia's leading natural gas distribution companies:

- Multinet Gas
- AusNet Services
- Jemena

Hattah Lakes Environmental Flows Project in operation

REGIONAL EXPERTS WITH STRONG LOCAL NETWORKS.

Comdain provides infrastructure that is transforming regional Australia.

With long-term regional water authority relationships, we have led and mobilised complex teams to deliver $700m of projects to transform farming and irrigation dependent regions.

What is unique is that our people live local and work local. They actively seek to build community engagement and transfer skills while building first-class infrastructure.

It is how we consistently deliver projects rapidly and flawlessly.

Comdain understand the challenges of working in a regional environment and have delivered projects with diverse ecosystems and stakeholders spread out over a large geographical area.

Using innovative field mobility data solutions, we have been able to develop smart and sustainable solutions. ComLink was adopted on the Water NSW Metering Program to aid the inspection and design process to deliver over 4,000 meter installations across a work space of 50,000 sq/km 2 months earlier than forecast, under budget and LTI free.

The Hattah Lakes Environmental Flows Project was awarded the Banksia Sustainability Award – Water. Comdain as principal contractor was recognised for our outstanding contribution to environmental and cultural heritage performance.

Regionally, we specialise in:

- Irrigation Modernisation Programs
  - Channel remediation
  - Meter programs
  - Regulating structures
- Automation control
  - Telemetry
  - SCADA
- Gravity and pressurised pipelines
- Pump stations
- Gas network and transmission
- Mechanical and electrical
- Water efficiency projects.

"It was the overall management of the project that stood out the most. This, I believe, has led to the Hattah Lakes construction project being the most successful project under the MDBA Environmental Works and Measures Program."

Tony Morse,
Murray Darling Basin Authority

THE LAST WORD FROM OUR CEO.

Our business is a people business, underpinned by strong values and ethics that have successfully directed us for over 50 years. We are resolute in our desire to be the best at what we do, letting our actions speak louder than our words.

As much as our values form our business foundations, the pillars of our company are our people. They are dynamic industry leaders who are highly skilled, collaborative and responsive with a very clear understanding of what success looks like to our clients. With vision and confidence, our passionate teams lead from the front with total focus and accountability.

We have comprehensive quality processes in place to ensure best practice is at the heart of everything we do. Safety is a key imperative and an ongoing focus. Through effective campaigns such as 'Safety Vision', we influence attitudes and decision making through empowerment and an instilled safety culture involving 'Everyone Everyday'.

Always loyal and ready to embrace a challenge, our clients know Comdain to be an innovative and trusted partner. With a large proportion of our business founded on repeat relationships with existing clients, we pride ourselves on delivering successful projects on time, under budget and always with the highest level of service.

We look forward to continuing to invest every resource we have for the benefit of our clients, their customers and the sustainable future of Australia.

Kind regards,

Peter Coen,
Chief Executive Officer,
Comdain Infrastructure.

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