

*Information within presentation is current as at 26 August 2025*

# Capital Program Market Briefing – August 2025

*Seqwater acknowledges the Traditional Owners of these waters and surrounding lands and recognises their continued connection to the land, waters and community. We pay our respects to them and their cultures and to elders both past and present.*



# Agenda

- Introduction and welcome
- CEO update
- EGM update
- Water demand and capital investment program
- Streamlining and meeting industry sophistication in procurement practices



**Emma Thomas**  
Chief Executive Officer



**Sarah Dixon**  
Executive General Manager, Infrastructure  
Planning & Capital Delivery

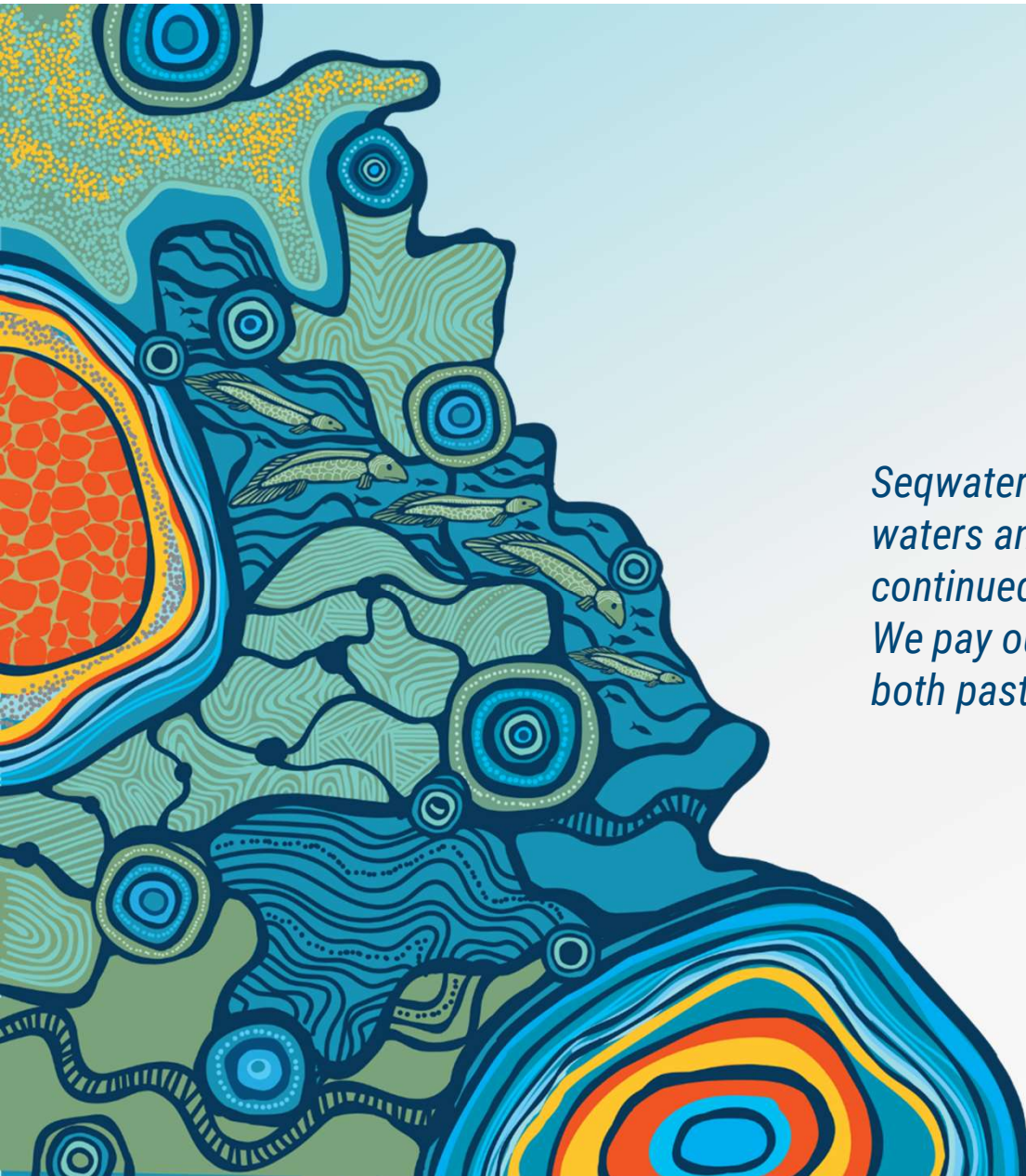


**Stephen Walker**  
General Manager, Asset Strategy and Planning



**Andre Harvey**  
Manager, Commercial Services





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Welcome from Seqwater CEO, Emma Thomas



Image: Wivenhoe Dam





**Sarah Dixon**

*Executive General  
Manager, Infrastructure  
Planning and Capital  
Delivery*

*Image: Lake Macdonald Dam  
construction currently underway*



# Asset Management and Capital Delivery Transformation



## Partnering with Suppliers

Fit-for-purpose supply chain models – **collaborative relationships vs transactions**



## A Target Operating Model

An Asset Management and Capital Delivery Target Operating Model – **a multi-year roadmap delivering priorities and driving performance**



## Asset Management Maturity

Improving Asset Management – **informed decision making and asset manager elevation**



## Digital Investment

Implementing technologies and digital solutions – **engineering, asset management, and contract and commercial excellence**



## Capital Delivery Planning

Anchoring planning – **prioritised pipeline of work to ensure water security**



## Project and Program Management

Integrating and optimising existing frameworks, processes, and controls – **projects reliably executed against key success criteria**





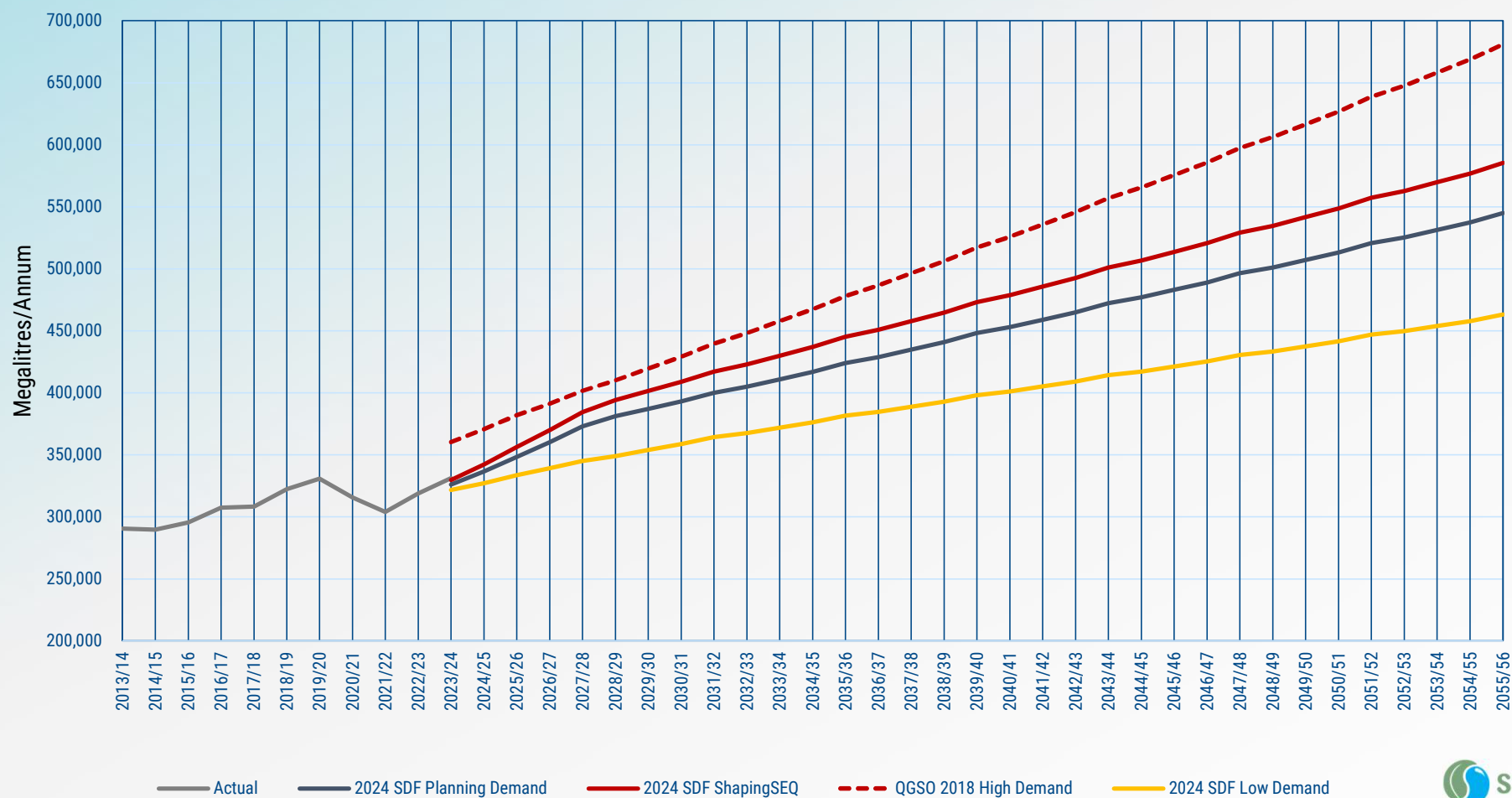
**Stephen Walker**

*General Manager, Asset  
Strategy and Planning*

*Image: Cedar Grove Weir*



# Forecasting SEQ water demand





# Infrastructure investment sub-portfolios



Water Security





























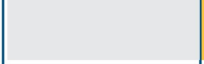




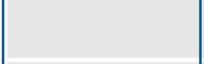




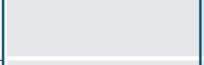











Dam Safety



Asset Sustainability

# Water Security sub-portfolio



Project Program	Cost Scale	Status	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
Toowoomba to Warwick Pipeline	\$250m - \$500 million	<i>under procurement</i>					
Wyaralong WTP & Associated Infrastructure	> \$1 billion	<i>procured</i>					
Gold Coast Desalination Plant Augmentation & Associated Infrastructure	under development	<i>in development</i>					
Northern Pipeline Interconnector - Stage 3 Pipeline Upgrade	> \$1 billion	<i>detailed design procured, construction only contract</i>					
Mt Crosby Additional Pathogen Barrier	\$50m - \$250 million	<i>preliminary design procured</i>					
Lowood WTP future capacity	\$50m - \$250 million	<i>preliminary design procured</i>					
South Regional Water Pipeline Upgrade (Camerons Hill to Logan South - Stage 1)	\$50m - \$250 million	<i>not yet commenced</i>					
South Regional Water Pipeline Beenleigh Offtake	< \$50 million	<i>not yet commenced</i>					
Green Hill to Tarragindi & Wellers Hill Modifications	< \$50 million	<i>not yet commenced</i>					
Mudgeeraba backup supply connection (50ML/Day)	< \$50 million	<i>not yet commenced</i>					

**Note – cost ranges include owner's costs.**

**Timeframes and cost are indicative only and subject to change.**

**Information current as at 26 August 2025**

 Planning  
 Construction

 Business Case and Detailed Design  
 Planning, Procurement and Approvals



# Dam Improvement sub-portfolio




































Project Program	Cost Scale	Status	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
North Pine Dam Staged Strengthening	\$50m - \$200 million	<i>in construction</i>					
Lake Macdonald Dam Improvement Project	\$250m - \$500 million	<i>in construction</i>					
Somerset Dam Improvement Project	> \$1 billion	<i>detailed design procured</i>					
North Pine Dam Improvement Project	> \$1 billion	<i>detailed design procured</i>					
Wivenhoe Dam Improvement Project	> \$1 billion	<i>preliminary design procured</i>					

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# Asset Sustainability sub-portfolio

Project Program	Cost Scale	Status	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
Networks Delivery and Investment Programs	\$250m - \$500 million	<i>move from project to program approach</i>					
Dams, Weirs and Civil Delivery and Investment Programs	\$50m - \$250 million						
Electrical and Energy Delivery and Investment Programs	\$50m - \$250 million						
Water Treatment Plant Delivery and Investment Programs	\$500m - \$1 billion						
Image Flat WTP Renewal and Upgrade	\$250m - \$500 million	<i>in development</i>					
Noosa WTP Renewal to 30ML/d (existing)	\$250m - \$500 million	<i>in development</i>					
Capalaba WTP Renewal to Existing Capacity (18ML/d)	\$50m - \$250 million	<i>not yet commenced</i>					

**Note – cost ranges include owner's costs.**  
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**Andre Harvey**  
*Manager, Commercial  
Services*

*Image: Ewen Maddock Dam*



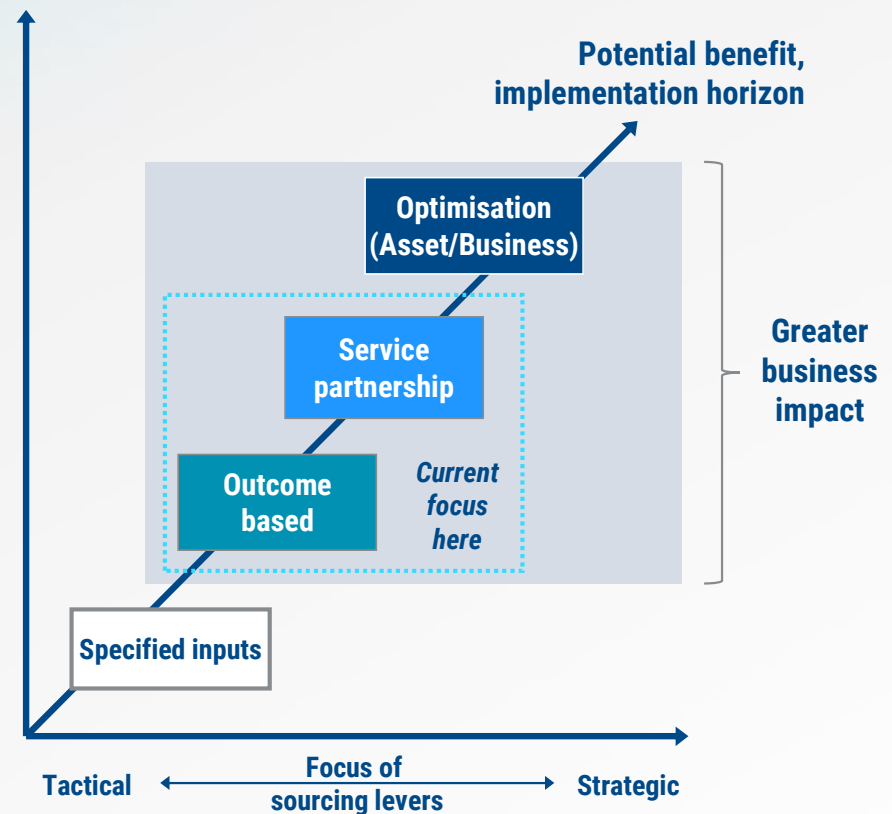
# Shaping a High-Value, Resilient Supply Ecosystem

In response to evolving market dynamics and constraints, Seqwater is transitioning from tactical to strategic procurement - strengthening industry partnerships to drive long-term, shared success.

Unlocking long-term value via strategic supplier partnerships, enabling:

- **Greater supplier productivity** - through stable, long-term contracts.
- **Improved operational outcomes** - through integrated design, build, and maintenance.
- **Stronger investment in innovation and capability** - through clear commercial signals and pipeline visibility.

Partnering strengthens supply chains, drives mutual growth, and ensures reliable services for our communities.





# Modernising Procurement to Enable Better Outcomes

These future improvements are designed to create a more collaborative, transparent, and future-ready supply chain - where high performance is enabled, recognised, and rewarded.



## Procurement Digitisation

- Rolling out digital tools to reduce admin, improve speed, and enhance transparency.



## Forward Planning and Visibility

- Earlier and clearer market engagement to support supplier planning.



## Simplified Processes

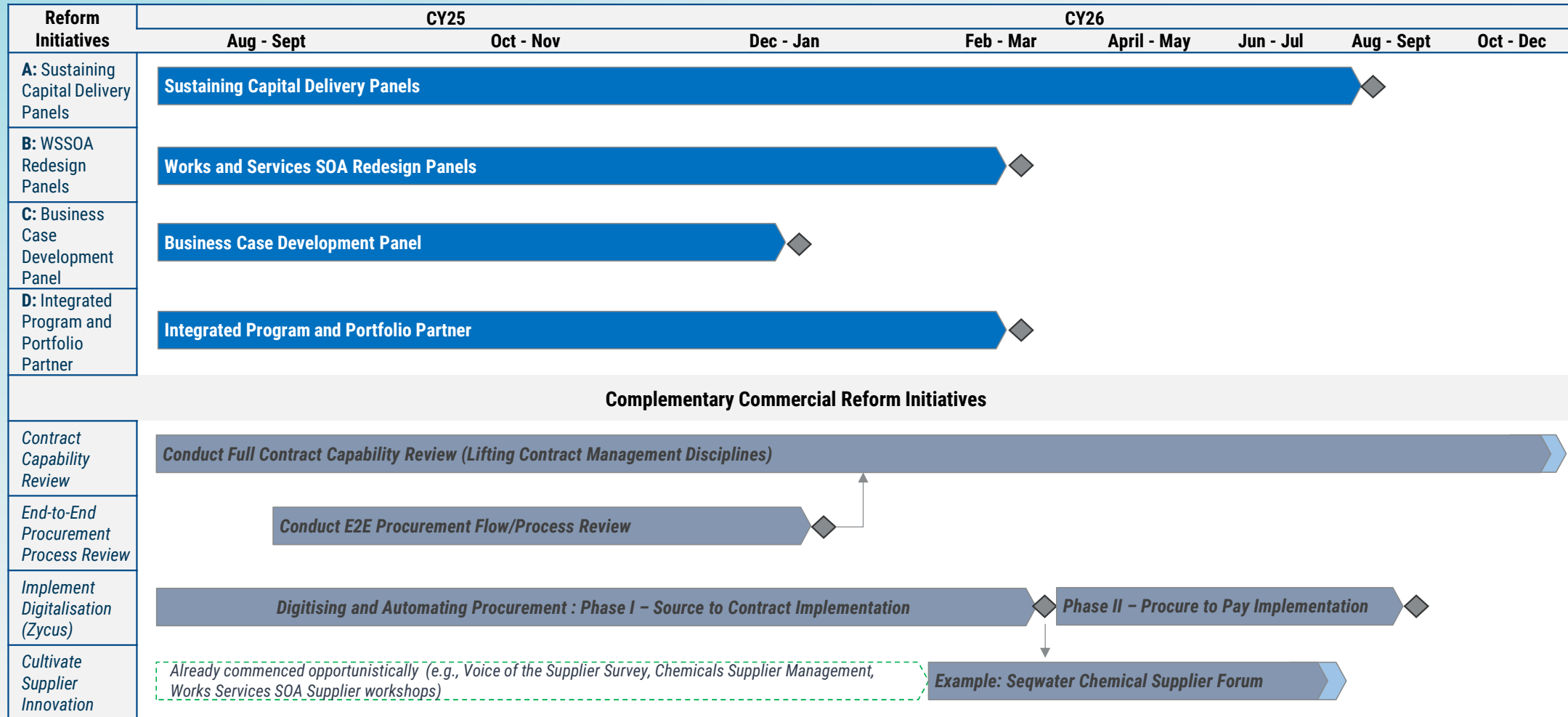
- Making it easier to work with Seqwater by removing unnecessary friction.



## Innovation and Capability Focus

- Supporting supplier growth and innovation through collaboration.

# Commercial & Supply Chain Reforms | High-level Flight Plan



**Note:** The program schedule is subject to change based on market engagement outcomes and associated procurement processes.

Information current as at 26 August 2025



# For more information

## Seqwater Capital Market Briefing August 2025

- Presentation and recording will be posted to Seqwater website
- New Supplier Registration 'doing business with Seqwater'
  - [www.seqwater.com.au/supplier-information](http://www.seqwater.com.au/supplier-information)

## Got Questions?

- Please send questions to [commercialservices@seqwater.com.au](mailto:commercialservices@seqwater.com.au)

## Next Capital Market Briefing

- February 2026 - held twice-yearly



Any media enquiries, please contact  
[media@seqwater.com.au](mailto:media@seqwater.com.au) or 3247 3000

