

The task and challenge

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How can we balance
the service our
community needs, now
and into the future
while keeping bills fair?



We own and maintain a **\$2.3 billion** infrastructure network which includes:



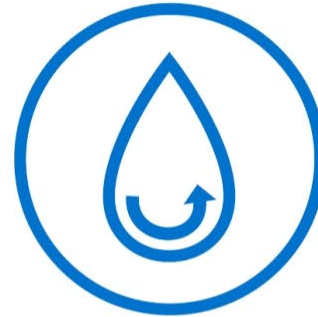
MORE THAN
2,200km
of water mains,
73 TREATED
WATER STORAGEES
and **68** pump
stations



MORE THAN
1,800km
of sewer mains,
and **182**
sewer pump
stations



15
water
TREATMENT
plants



14
WASTEWATER
TREATMENT
plants including
the Gippsland
Water Factory



2
OCEAN
OUTFALLS
• McGaurans
Beach and
Delray Beach •



100K
CUSTOMERS
in a population
of 165,000+



Our challenges



Affordability



Climate change



Ageing infrastructure



Regional economic transition



Digitisation



Long-term financial sustainability





Affordability

Customers expect us to keep bills fair

Ongoing cost-of-living pressures

Increased operation costs





Climate change

Climate is becoming hotter, drier and more variable

Increase in extreme, short-duration rainfall and storm events

Increasing pressure on water resources, infrastructure and operations





Ageing infrastructure

Ongoing investment needed to maintain reliable services

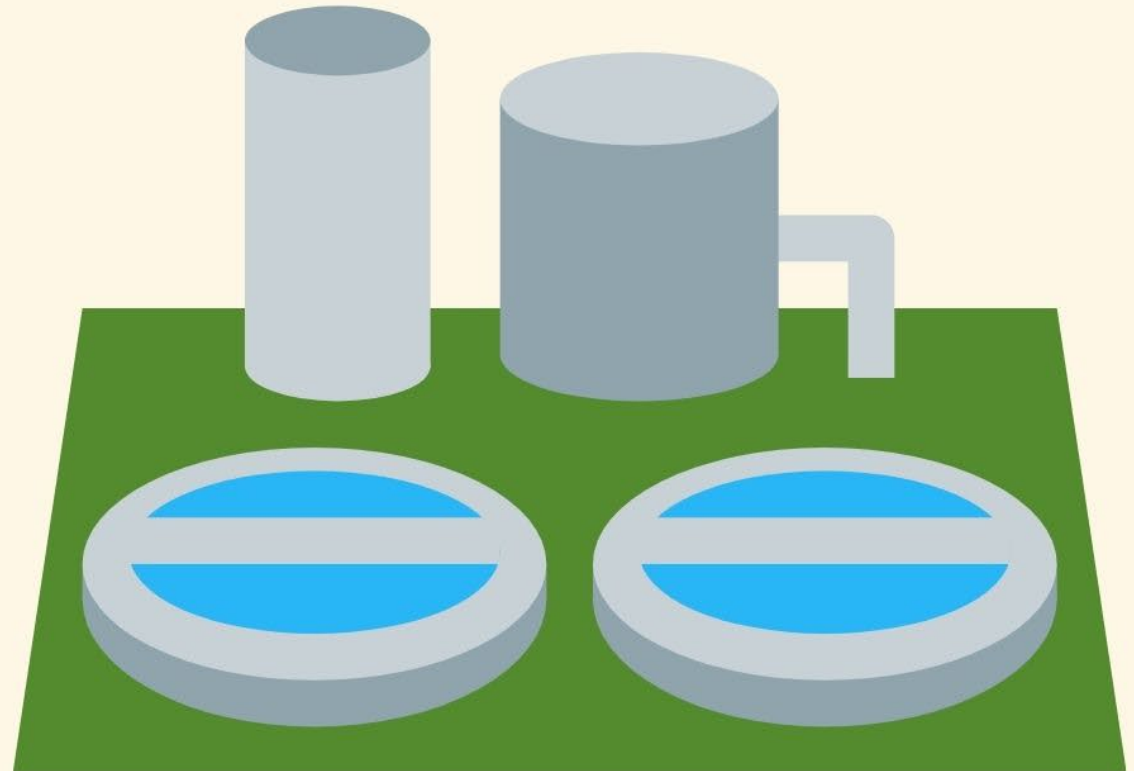
Management of critical assets for industry

Flexible infrastructure strategy to respond to changing demands

Risk-based approach to asset management

Impacts of climate change and drier conditions

Regional growth





Regional economic transition

Victoria's major industrial water and wastewater service provider

Have supported the state's biggest water consumers in critical industries for decades

System was created to support both towns and large industry

Major customers have historically helped share the cost of the infrastructure

Without new major customers, more cost could fall to residential customers

Exploring opportunities with new and emerging industries





Digitisation

Technology is changing customers expectations

Drive to become a more modern, digitally enabled utility

Higher reliance on technology in everyday life

Bolstering digital capability against disruptions such as supply chain delays





Long-term financial sustainability

Sector-wide issue

Due to ageing assets, increasing future capital spend, rising debt and external pressures

Regional economic transition

Maintaining stable bills for customers





What we've heard



Keep bills affordable



Do your job well



Modernise services



Customer outcomes

What have our customers told us?

6+ surveys

2000+ responses



stable results



#1

do your job well



#2

be affordable
and fair



#3



be environmentally
responsible



#4

plan for the
future



#5



be easy to
deal with



#6

be involved



Customers insights



Our challenges



Issues for deliberation

Digital meters

Service reliability



Digital meters

- Explore how quickly we should implement our digital meter transformation program.

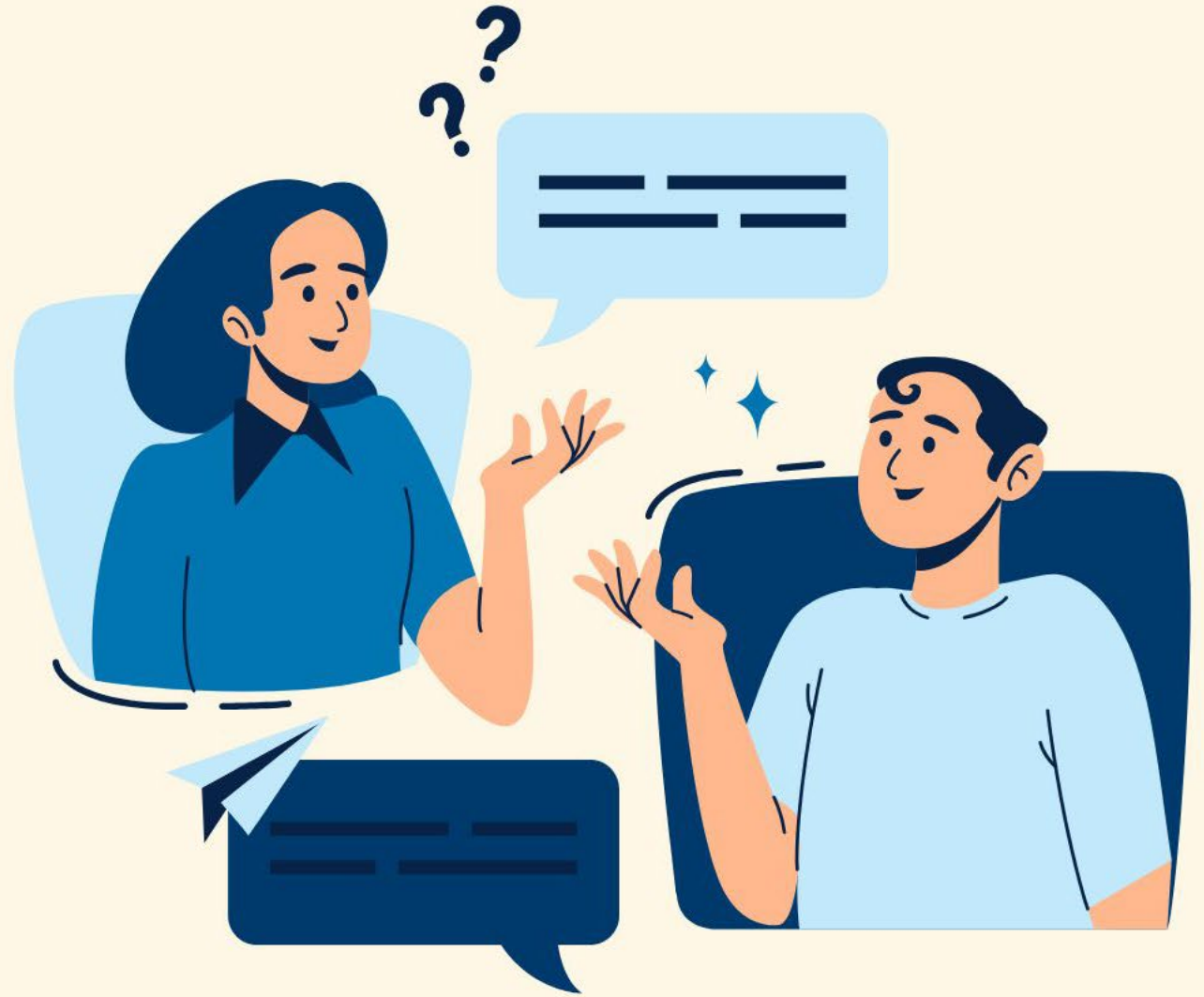
Service reliability

- Explore how much more we should invest to meet our targets and deliver preventative maintenance



Your role

- Hear evidence, question assumptions and consider different perspectives.
- Help us navigate the trade-offs and share what a fair balance looks like
- Your recommendations will inform our 2028-33 Price Submission.



Help us find
the right
balance.





Safety and
Wellbeing



Customer
Focused



Integrity and
Respect



Accountability



Collaboration



Innovation