# OUR APPROACH TO SUSTAINABILITY





Spark Infrastructure is focused on growth and investing in infrastructure to continue delivering sustainable long-term total returns to investors. We will leverage our competitive advantages, knowledge, capabilities and experience to deliver sustainable and balanced growth.

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KEY FOCUS AREAS	ISSUES WE MANAGE	RESPONSES AND OPPORTUNITIES
Customer and the community (ဂို)	<ul> <li>Affordable, reliable energy solutions</li> <li>Community safety</li> <li>Community impacts</li> <li>Reputation and meeting community expectations</li> </ul>	<ul> <li>Extensive customer and stakeholder engagement</li> <li>Strong commitment to modernising networks while reducing prices for customers</li> <li>Local employment opportunities and supporting local economy</li> <li>Community partnership programs</li> </ul>
Health, safety and wellbeing	<ul> <li>&gt; Injury and accidents</li> <li>&gt; Workplace relations</li> <li>&gt; Employee wellbeing</li> </ul>	<ul> <li>Strong commitment to workplace safety, targeted initiatives, training and incident reporting</li> <li>Diversity and inclusion</li> <li>Programs supporting employee wellbeing and health</li> </ul>
Workforce	<ul> <li>People and talent management</li> <li>Engaged and diverse workforce</li> </ul>	<ul> <li>Developing workplace capabilities, training, succession planning and appropriate remuneration policies</li> <li>Employee engagement surveys</li> <li>Diversity initiatives and strong commitment to equal opportunity workplace</li> </ul>
Environment	<ul> <li>&gt; Bushfires and vegetation management</li> <li>&gt; Environmental damage and pollution</li> </ul>	<ul> <li>Strong focus on vegetation management processes</li> <li>Environmental risk management policies, procedures and reviews</li> <li>Effective use of technology</li> <li>Bushfire response programs</li> </ul>
Regulation and Resilient Assets	<ul> <li>Regulatory landscape</li> <li>Regulatory reviews and changes to law</li> <li>Business interruption</li> <li>Network reliability, interruptions, loss of supply or sabotage</li> <li>IT systems and cyber security</li> <li>Extreme weather events</li> </ul>	<ul> <li>Ongoing effective engagement ahead of and during regulatory periods</li> <li>Influencing and advocating</li> <li>Government relations and industry associations</li> <li>Engagement with industry/government bodies for best practice</li> <li>Disaster recovery plans</li> <li>Emergency and crisis training and plans</li> <li>Insurance for third-party damage</li> </ul>
Technology and innovation	<ul> <li>Increased penetration of solar PV and batteries</li> <li>Increased interconnectivity for inter-regional transmission</li> <li>Increased distributed energy resources (DER)</li> <li>Increased utility-scale renewable energy (wind, solar and storage)</li> <li>Increased penetration of electric vehicles</li> </ul>	<ul> <li>Increasingly managing two-way electricity flows on low-voltage network</li> <li>ISP projects (PEC, QNI, VNI and HumeLink)</li> <li>SA Power Networks undertaking Distribution System Operator (DSO) trials with Simply Energy, GreenSync, AGL and Tesla</li> <li>Victoria Power Networks battery trials</li> <li>Bomen Solar Farm energisation</li> </ul>
Financial management	<ul> <li>Delivering return objectives</li> <li>Treasury risk management</li> <li>Robust project management</li> <li>Disciplined capital management</li> </ul>	<ul> <li>&gt; Business and tax planning</li> <li>&gt; Sustainable and prudent capital allocation and capital management plan</li> <li>&gt; Strong focus on project and contract management capability</li> </ul>

### UNDER-PINNED BY

Corporate Governance and compliance	<ul> <li>&gt; Operating licence requirements</li> <li>&gt; Relevant laws, regulatory requirements and reporting</li> </ul>	<ul> <li>&gt; Rigorous corporate governance structures</li> <li>&gt; Code of conduct</li> <li>&gt; Anti-corruption measures/whistleblower protection</li> <li>&gt; Robust reporting practices ensuring resolution of incidents</li> </ul>
		Risk management and assurance program     Procurement practices/modern slavery

# SUSTAINABILITY OUR APPROACH

### Our ownership of long-life, high performing essential services infrastructure businesses enables us to ensure sustainable policies and practices are adopted through robust governance, risk management and operational performance oversight.

In doing so, we meet customer and community expectations, ensure the health and safety of our workforce and the community, provide development opportunities for our people, protect the environment, harness innovation and technology to grow our businesses, unlock opportunities to build and reinforce resilient assets and exercise financial discipline to support distributions for our Securityholders.

A key enabler is our detailed and deep understanding of the regulatory framework in which our businesses operate. Our advocacy ensures that appropriate regulatory returns are available, reflecting efficient operation of our businesses to provide greater certainty for future investment.



### CASE STUDY



### **BOMEN SOLAR FARM**

Reflecting our three-part strategy of Value Enhance, Value Build and Value Acquire, we are focused on the growth opportunities being created by the transition to a clean energy future.

Evidence of our commitment to invest in Australia's renewable future was demonstrated in our acquisition of the  $120MW_{DC}/100MW_{AC}$ Bomen Solar Farm project. Bomen Solar Farm is strategically located in a strong part of the grid, 10 km north-east of Wagga Wagga and close to TransGrid's Wagga North substation where it connects into the transmission network. It is a logical first step in diversifying our exposure to regulated assets and to access growth in adjacent essential services infrastructure.

With Bomen Solar Farm, we were also looking to deliver sustainable value to the local community, from employment to delivering positive social and biodiversity outcomes. Local jobs were provided for a broad cross section of the community, including training and development.

Bomen Solar Farm purchased supplies and services from over 50 local businesses including fencing, haulage and the on-site food truck, providing positive outcomes for the local economy and social wellbeing for the community.

In partnership with Westpac we established a local community fund which will spend one million dollars over 10 years supporting improved educational outcomes for local youth and biodiversity programs.

In addition, ground cover for the site will be planted to support sheep grazing plus hives will be established to support the local native bee population.

With Beon and labour hire company Chandler Macleod, we established an industry first 'Women in Solar' initiative that has given 12 local women four weeks of pre-employment training at Wagga Wagga TAFE and employment on construction of the farm.

# SUSTAINABILITY

Spark Infrastructure's corporate governance framework is integral to our strategy of Value Enhance, Value Build and Value Acquire and creates long-term sustainable value for Securityholders.

The Board is responsible for Spark Infrastructure's corporate governance, including its policies and charters. A governance framework has been established of prudent and effective controls that enable risk to be assessed and managed. In 2019 the Board again reviewed its corporate governance framework. Our Corporate Governance Statement is available on the Spark Infrastructure website at: <u>www.sparkinfrastructure.com/</u>.

The Board aims to have a broad and diverse membership, with a view to Directors bringing different perspectives to Board discussions. The Directors bring a broad range of expertise, skills and experience relevant to the activities of Spark Infrastructure. With our acquisition of Bomen Solar Farm as part of our Value Build strategy, Miles George has joined the Board bringing extensive experience in renewables. For details of the skills, experience and qualifications of the Directors refer to page 44 of the Annual Report.

Spark Infrastructure believes that a diverse Board and management team allows it to be more innovative, flexible and to be more responsive to the needs of Securityholders and all stakeholders. Diversity generally, including gender diversity, is an ongoing focus for Spark Infrastructure and is evident in the representation of women across the organisation.

Spark Infrastructure is committed to high standards of ethics and conduct. Our Code of Conduct outlines the responsibilities of our people, including health and safety, environment, customer and community, innovation and technology. Our Code of Conduct underpins our core values of respect, integrity, excellence, collaboration, accountability, growth, innovation and sustainability.

Effective management of risk is essential to good corporate governance. Our risk appetite statement informs the execution of our strategy and guides our decisions on investment and the pursuit of business development opportunities as we seek to create long-term sustainable value for Securityholders. Spark Infrastructure's commitment to sustainability is driven by our Board. Through our wholly owned Bomen Solar Farm or via our participation on the boards and committees of our investment businesses and active engagement with their management teams, Spark Infrastructure exercises effective and meaningful oversight of business operations. This includes management of environmental, customer and community, regulatory, health and safety, emerging technology, financial and governance risks.



# SUSTAINABILITY CUSTOMERS AND COMMUNITY

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Customers want reliable, safe and affordable electricity supply. Owning some of the most efficient networks in the country means benefits can be passed on to customers and the community. Meeting reliability standards and excellence in customer service is a key focus. Our businesses regularly engage with and survey customers and key stakeholders to gain greater insight into how services can be improved.

With our investment businesses, we have an important role in the communities in which we operate by ensuring a security of supply that is delivered safely, cost effectively and reliably to customers. Stakeholder engagement is a key focus and is considered in everything we do. Our businesses manage a diverse set of stakeholders including customers, communities, agencies, regulators, state governments and the Federal Government. We seek to build strong relationships to engage effectively across all these stakeholder groups.

With our investment businesses, as a significant employer, we have an important role in supporting the social and economic wellbeing of those communities. Through our community engagement programs and partnerships, we aim to build strong, deeper connections within our communities.

### CASE STUDY



### TRANSGRID

TransGrid has implemented BeSafeKids, a program that educates children about electrical safety. The program is designed to inform youngsters about the importance of safety around common electrical items and TransGrid's assets. BeSafeKids is targeted at communities where we are actively working or have assets nearby. BeSafeKids covers a range of areas including:

- Staying safe around TransGrid's assets
- History of electricity
- Brief overview of TransGrid, including our commitment to the environment.

The BeSafeKids program is free, and can be presented to individual classrooms or the whole school.





"By understanding our customers' objectives and developing shared goals, we can identify mutually beneficial opportunities and create a positive customer experience. During 2019, we continued to strengthen our customer relationship by engaging with our customers regularly. Engagement included face to face meetings, digital interactions and regular events such as project and industry forums. Overall we increased the number of customer engagements to 420 compared to 200



– TransGrid

### CASE STUDY

in the prior year."

### SA POWER NETWORKS

SA Power Networks is committed to engaging and collaborating with customers to drive better outcomes for customers, the business and the community. There are several consultative groups that ensure the interests of customers are considered and provide a platform for ongoing, meaningful engagement.

### These include:

- Customer Consultative Panel established in 2009 as a forum to ensure the customer voice is considered in decision making. The CCP consists of a broad range of stakeholders with an interest in shaping decision making.
- Arborist Reference Group established in 2014 to work with SA Power Networks to deliver a range of strategic initiatives and improvements to vegetation management near powerlines.
- Community Reference Group established in 2017 to provide a forum for discussion on issues facing particular groups within the community, particularly vulnerable customers.
- LGA Working Group (vegetation management) – established in 2014 with a group of representative councils to work with SA Power Networks to deliver a range of improvements to vegetation management near powerlines.
- Connections Working Group established in August 2019 to work with electrical contractors and energy consultants to improve customer experience in the connections process.
- Public Lighting Working Group established in December 2018 to provide a representative group for councils to work with the LGA and SA Power Networks on public lighting matters and seek input from councils and stakeholders on the transition from negotiated distribution services to alternative control services.
- Tariffs Working Group established in October 2019 to work with customers on residential and business network tariffs.
- DER Integration Working Group
   a group established for Reset focussed on DER Integration and future energy transition.



### **SUSTAINABILITY**

# HEALTH, SAFETY AND WELLBEING

### Our businesses focus on maintaining safe working environments through strong, safety-first leadership and culture.

This is supported by training programs, comprehensive reporting, investigation of incidents, and continuous improvement. Our businesses have comprehensive structures for managing and mitigating Work Health and Safety (WHS) related risks. Across our businesses we promote a positive safety culture in which employees are encouraged to actively manage their own safety and the safety of others.

Safety performance indicators are measured to understand whether processes and behaviours are effective in minimising safety incidents and serious harm. The businesses track Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) for employees and contractors. They also track serious consequence-based injury, or major incidents that are capable of causing or have caused serious or fatal harm under various measures. All incidents, injuries and near misses must be reported in accordance with incident management procedures to ensure appropriate action can be taken to prevent reoccurrence and ensure a safe and healthy work environment.



Across our businesses we promote a positive safety culture.

### **CASE STUDY**



### SA POWER NETWORKS

At SA Power Networks, Enablon, the online risk and incident management system is making significant inroads in improving the efficiency and effectiveness of reporting incidents, hazards and near misses across the organisation. Since implementation, there has been a 30–40% increase in incident reporting which can be attributed to improved accessibility and remote access to the system. Information including photos can be entered via the app on a mobile device within minutes, and GPS functionality allows the user to record the exact location of an incident, hazard or near miss.



### **CASE STUDY**

### TRANSGRID

TransGrid has moved to understand the severity of Lost Time Injuries (LTIs) with the use of the SafeWork NSW guidelines. This analysis shows that a majority of LTIs are of a minor nature. TransGrid ensures its assets are maintained and operated safely by following strict guidelines and implementing robust processes to protect the safety of employees and customers. TransGrid also engages with contractors and the relevant authorities to safely manage works in and around its assets.





### VICTORIA POWER NETWORKS

The focus of the health and wellbeing program is to educate and promote optimal physical and mental wellbeing for each employee. This is best achieved when workers and managers collaborate to promote the health and safety of the workforce. Through educational and targeted programs, Victoria Power Networks aims to improve the physical and mental health of employees, which is expected to lead to a reduction in injuries and illness by addressing the health risks within the workplace and the communities in which we live and operate.

# SUSTAINABILITY WORKFORCE

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### VICTORIA POWER NETWORKS

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Victoria Power Networks created the Women in Electrical Engineering scholarship to attract women to the field of electrical engineering. Three scholarships are awarded, with recipients receiving support in their final two years of study, an assigned mentor from within their business and 12 weeks of vacation work experience before their final year of study. The program now funds and supports six female students studying at Monash University, Melbourne University and RMIT. Both RMIT scholarship recipients are on permanent Australian humanitarian visas – Chaza Chahoud is from Syria and moved to Australia almost three years ago and her fellow scholarship recipient is from Iran.

Across our businesses we are investing in the development of our people, including technical skills training, leadership training, mentoring and career development.

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Our people are integral to the effective and efficient performance of our businesses, which enables us to deliver on our objective of creating long-term sustainable value for Securityholders.

The safety and reliability of our networks is critical to ensure we maintain our social licence to operate. Across our businesses we are investing in the development of our people, including technical skills training, leadership training, mentoring and career development to ensure our people can undertake their work and develop their careers. Their capability and behaviours are critical to our success as we invest to build our businesses.

Spark Infrastructure, with our businesses, are equal opportunity employers committed to promoting diverse, engaged and inclusive workplaces and offering career development opportunities for our people. We are committed to delivering a strong inclusive culture that enables all employees to thrive and be successful. We also support flexibility so our people can achieve a balance between work and personal lives. All of our businesses use employee surveys to assess the level of employee engagement and alignment with strategic priorities. Employee engagement surveys also provide honest feedback so that we can continually improve our operations and management of our people. Survey outcomes directly shape people initiatives prioritised for the following year.



# SUSTAINABILITY ENVIRONMENT



### Our vision is to be a key enabler in the transition to a low carbon energy system and economy.

Our businesses have implemented comprehensive structures for managing environmental impacts and risk. They maintain robust Environmental Management Systems (EMS) in line with the international standard ISO 14001. Key focus areas include the management of hazardous substances, native vegetation and recycling waste.

We recognise that business and industry play a crucial role in helping Australia become more environmentally sustainable and competitive. To support this, we are implementing initiatives and systems to reduce our environmental impacts and risks through improved environmental management practices and the efficient use of natural resources.

Climate related impacts and Australia's transition to a low emission future affect our customers, operations and supply chains. We take a risk based approach to climate change, evaluating exposure to climate related risks and opportunities. Climate related risks are integrated within our risk identification, assessment, and management processes.

In particular, our businesses continuously assess the potential financial impacts related to extreme weather events.

### **CASE STUDY**



### BOMEN SOLAR FARM

Spark Infrastructure, in partnership with Westpac, have set up the largest ever community fund for a solar project in Australia. The fund will invest a million dollars over ten years on youth support programs and environmental projects. The beneficiaries of the fund will be confirmed in 2020 but is anticipated to include a major tree planting program to support the preservation of the endangered Superb and Swift Parrots.

We are also supporting local biodiversity in how we manage the site to achieve positive environmental outcomes. Ground cover has been selected to support both sheep grazing and the local native bee population.



### CASE STUDY



### VICTORIA POWER NETWORKS

CitiPower and Powercor are continually pursuing bushfire risk reduction best practice through new technology trials and adoption:

- High voltage cover conductor (LoSAG) in the Powercor Network – 5 km trial installation.
- Early fault detection trial monitors disturbances along single wire earth return (SWER) overhead conductors and aims to trigger an inspection response prior to a defect condition manifesting into a permanent fault.
- Light Detection and Ranging (LiDAR) is used to conduct annual vegetation inspection program. This technology is more accurate than ground based visual inspection, and assists with accurate assessment of vegetation growth and optimises intervention cycles to prevent encroachment on to the minimum clearance space.

### SA POWER NETWORKS

South Australia is making rapid headway in converting street lighting to LEDs. Nearly 40% of the more than 200,000 streetlights managed by SA Power Networks have been converted to LEDs amid a changeover agreed between the business and many councils across the state. Each new LED cuts energy costs and greenhouse emissions by about 80%. South Australian councils which have worked with SAPower Networks to adopt LED lighting include: Playford, Campbelltown, Charles Sturt, Mitcham, Marion, Onkaparinga, Burnside, Unley and City of Holdfast Bay in the metropolitan area; and regional councils including Kingston South East, Port Augusta, Peterborough, Light Regional Council, Kimba and Cowell.







### **SUSTAINABILITY**

# REGULATION AND RESILIENT ASSETS

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The energy industry is undergoing significant transformation. As coal generation is retired, well located, high quality, utility scale solar and wind projects with good grid access should provide better returns.

Storage technology is becoming better and cheaper, and batteries are expected to play a significant role providing system resilience through firming and by creating their own demand source.

We engage and advocate for outcomes that support returns required whilst delivering lower costs to customers.

There have been a number of important regulatory developments that affect our investment businesses during 2019.

### **2019 REGULATORY DEVELOPMENTS**

### AEMO

2020 Draft Integrated System Plan (ISP) – a roadmap for Australia's power system that maximises market benefits

### **ESB**

Converting ISP into action (proposed rule changes) – streamline regulatory processes, adds weight to scope, timing and benefits of ISP projects

### AER

Rate of Return Instrument (RORI) – sets out approach to estimate rate of return, return on debt, return on equity and value of imputation credits

### AEMC

Regulation framework for stand-alone power systems – allow customers to benefit from new technology that lowers costs of providing regulated services

### AEMC

Coordination of Generation and Transmission Investment (COGATI) Access and Charging – better coordinate generation and transmission investment to improve the efficiency of dispatch and location of generators, provide certainty to support new investment and improve planning information

### **ESB**

Post 2025 Market Design for the NEM – develop long-term, fit for purpose market framework to enable provision of full range of services to customers necessary to deliver a secure reliable and lower emissions electricity system at least cost

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AEMO's draft 2020 ISP provides a roadmap for Australia's power system.

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**CASE STUDY** 



### VICTORIA POWER NETWORKS

Victoria Power Networks submits proposals every five years to the Australian Energy Regulator (AER) on how it charges for electricity based on the expected costs and the needs of customers. Energised 2021–2026 is a statement of Victoria Power Networks' approach to planning for the next five-year period.

Since June 2017, Victoria Power Networks' has been seeking input from customers and stakeholders to inform the development of Energised 2021–2026. This has included customer engagement such as surveys, pop-ups and forums, meetings with local, state and national stakeholders and the establishment of an advisory panel. What they heard is that customers want:

- a resilient network
- an affordable network
- a flexible network that supports choice.



### VICTORIA POWER NETWORKS

In 2019 Victoria Power Networks participated in a Victorian Electricity Emergency Committee (VEEC) Exercise. This was designed to test the preparedness and response arrangements in accordance with the recently revised Victorian Electricity Emergency Communications Protocol during a cyber incident impacting electricity businesses and government agencies in Victoria. The outcomes will inform:

- Suitability of the Victorian Electricity Emergency Communications Protocol (VEECP) for response to network incidents arising from breaches in cyber security;
- Explore the relationships between the VEECP, Single Industry Spokesperson Protocol (SISP) and other related emergency communications arrangements; and
- Validate the revised Electricity Emergency Management Liaison Officer (E-EMLO) arrangements for Victorian Electricity Emergencies under the given scenario.

# SUSTAINABILITY TECHNOLOGY AND INNOVATION

### We continually look at ways to reduce costs, improve efficiency and improve our operations.

In particular, our businesses are deploying innovative approaches and technologies that allow us to get more output from our network. Developing and using technology, data analytics and innovation are critical to our businesses delivering energy in an efficient way and at least cost to customers.



### **CASE STUDY**



### SA POWER NETWORKS

During the bushfire disasters experienced in the 2019 summer, SA Power Networks used a drone to assist in patrolling and re-stringing downed powerlines on Kangaroo Island. It helped to re-string three spans of 19,000 volt powerline that crossed gullies at Kohinoor Hill, west of Cygnet River. The drone carried in a winch line, and crews then pulled a 19,000 volt single wire earth return (SWER) powerline across the three spans.

The drone was also used to patrol downed lines in Flinders Chase, near Cape de Couedic. It provided an inspection map and photos that showed the condition of the line. This was co-ordinated with the CFS, which provided permits and permissions to operate the drone in the bushfire area.

SA Power Networks has been building its drone capability for their wider use in outage response work, particularly in regional areas of the State. While not suitable in all situations, they can offer a safer, cheaper and less disturbing option for re-stringing long sections of line, particularly in more difficult terrain.



### **DEPLOYING INNOVATIVE APPROACHES**

### Virtual Power Plant (VPP) optimisation

SA Power Networks' collaboration with Tesla to maximise output of its 1,100 battery VPP while ensuring network limits are not breached. Tesla plans to extend the VPP to 50,000 batteries, which will be the largest VPP in the world.

### Rapid Earth Fault Current Limiters (REFCLs)

Victoria Power Networks' world-first application of technology that is capable of limiting earth faults to levels so that bushfires cannot be started. \$230 million provided by AER, with ~\$100 million spent to date.

### Using smart meters to mitigate blackouts

At times of peak demand, Victoria Power Networks reduces demand using smart meters.

### Dynamic voltage support for renewables

TransGrid's investment of \$19 million of investment in technology that dynamically manages frequency and voltage issues on powerlines to integrate more renewables.

### CASE STUDY



### POWERCOR

A total of 386MW generated by large-scale solar and wind farms was connected to the Powercor network in 2019, bringing the total connected since 2000 to 1,126MW. There have also been 85 connection enquiries from proponents of new large-scale renewable generators this year. While this is fewer than the 103 enquiries in 2018, there was a significant shift in the scale of the projects.

# SUSTAINABILITY FINANCIAL MANAGEMENT

### A core tenet is prudent financial management, and it is a key to our financial long-term sustainability.

We apply rigorous financial and operational oversight of our investment businesses, including evaluating future growth opportunities. Our treasury functions manage financial risks. Treasury and financial risk management activities are governed by the Treasury and Investment Policy, which is approved by the Board and aligned with our corporate objectives.

Under our strategy we seek to build a balanced portfolio where earnings will be supported by growth in the underlying assets of the businesses and through sustainable investment in high value unregulated opportunities.

Significant investment in the transmission grid is required to accommodate growth in renewable energy. The ISP calls for new transmission, such as interconnectors, to be built and Renewable Energy Zones to be developed, allowing the cheapest electricity to be moved throughout the grid to where it is needed. Looking beyond the immediate pipeline of ISP projects, substantial investment will also be required in distribution networks to make them smarter and more adaptable to new technologies. This is also expected to drive regulated asset base growth in the longer term which contributes to our growth story.

Our capital management approach to address this need includes maximising performance and efficiencies, optimising debt within our investment businesses, and utilising a combination of retained cash, debt and equity in the form of our Distribution Reinvestment Plan (DRP) to fund underlying growth in the investment businesses.

Our focus is on investing in core growth opportunities through disciplined capital allocation and prudent capital management, to deliver long-term capital growth plus distributions.





We apply rigorous financial and operational oversight of our investment businesses, including evaluating future growth opportunities.



### **INVESTMENT GRADE FUNDING**

ISSUER	VICTORIA POWER NETWORKS	SA POWER NETWORKS	TRANSGRID		
Credit Rating (S&P/Moody's)	A- / n/a	A- / n/a	n/a / Baa2 <sup>(2)</sup> (on USPP notes)		
Weighted Average Maturity <sup>(1)</sup>	5.4 yrs	6.9 yrs	5.1 yrs		
(31 December 2018)	(5.5 yrs)	(5.6 yrs)	(6.1 yrs)		
Net Debt at 31 December 2019	\$4.494bn	\$3.232bn	\$5.718bn <sup>(3)</sup>		
(31 December 2018)	(\$4.369bn)	(\$3.155bn)	(\$5.509bn)		
Net Debt/RAB at 31 December 2019	70.9%	74.5%	88.9%(2)		
(31 December 2018)	(71.5%)	(74.3%)	(87.7%)		
Net Debt/RAB + CAB at 31 December 2019	N/A	N/A	80.2%(3)		
(31 December 2018)			(80.7%)		
FFO/Net Debt at 31 December 2019	15.2%	16.7%	8.1%(2)		
(31 December 2018)	(15.3%)	(16.6%)	(8.2%)		
Gross Debt at 31 December 2019	\$4.555bn	\$3.262bn	\$5.846bn		
(31 December 2018)	(\$4.426bn)	(\$3.185bn)	(\$5.634bn)		
Spark Infrastructure has increased corporate facilities to \$400m; rated Baa1 by Moody's					

Weighted average maturity calculation is based on drawn debt at 31 December 2019. Relates to the Obligor Group.

2. 3. Net Debt is calculated using gross debt less cash and adjusted for prescribed revenue over/(under) collection, and includes TransGrid Services.