



ASX: SND

Defence & Government

Capability overview

An Australian multidisciplinary company providing
Engineering, Construction and Industrial Asset Services

 **SAUNDERS**

About Us

Saunders is a multidisciplinary Engineering, Construction and Industrial Asset Services company.

Proudly Australian-owned and operated since 1951.

Our portfolio blends traditional construction contracts with annuity-style earnings.

Key Markets

-  Defence & Government
-  Water
-  Energy
-  Resources & Industrials

Core Capabilities

- 01 Fluid Storage and Transfer Infrastructure
- 02 Structural, Mechanical and Piping
- 03 Industrial Automation and Electrical
- 04 Civil and Water Infrastructure
- 05 Industrial Asset and Maintenance Services



About Us

72*

Projects in delivery valued at over \$1m (as at 30 June 2025)

584*

Team of employees

11*

Metropolitan & regional offices strategically located across Australia, New Zealand, and Papua New Guinea



Capability Overview



Fluid Storage and Transfer Infrastructure

We design, build and maintain bulk liquid tanks, terminals and transfer systems, including API 650 tanks, bunds, piping, gantries, fire protection, metering and controls.

Our expertise covers EPC/EPCM delivery, brownfield tie-ins and refurbishments. With proven QA and HSE systems, rapid commissioning and lifecycle integrity programs, we keep critical fuel and chemical assets compliant, reliable and safe.



Structural, Mechanical & Piping (SMP)

Our self-perform SMP capability delivers new builds, upgrades and shutdowns across structural steel, heavy lifts, vessels, rotating equipment and process/utility piping (CS/SS/HDPE).

We integrate seamlessly with civil and E&I teams for streamlined interfaces. With rigorous welding QA, confined-space and high-risk controls, we execute complex works in live plant environments safely and on schedule.



Industrial Automation and Electrical

We provide end-to-end E&I, automation and controls solutions, including HV/LV distribution, MCCs, PLC / SCADA / HMI, hazardous-area installations, instrumentation, SIS, telemetry and networks.

Our teams design, build, test and commission with cybersecurity and data historians in mind, tightly integrating with mechanical and process works to deliver safe, smart and maintainable assets.



Civil and Water Infrastructure

Saunders delivers treatment plants, pump stations, pipelines and network renewals alongside bridges, marine works and major concrete structures.

We offer Design & Construct and program delivery models for utilities and government clients. Where it matters, we self-perform works, integrating tanks, SMP and SCADA to achieve whole-of-system outcomes.



Industrial Asset and Maintenance Services

We provide lifecycle asset support across energy, water, mining and industrial facilities, including shutdowns / turnarounds, conversions, repairs, coatings, tank refurbishments, structural remediation, minor capital works and programmed maintenance.

With rapid mobilisation, live-site execution and strong safety performance, our multidisciplinary teams coordinate civil, SMP and E&I services to minimise downtime and extend asset life.

Defence Opportunity Landscape

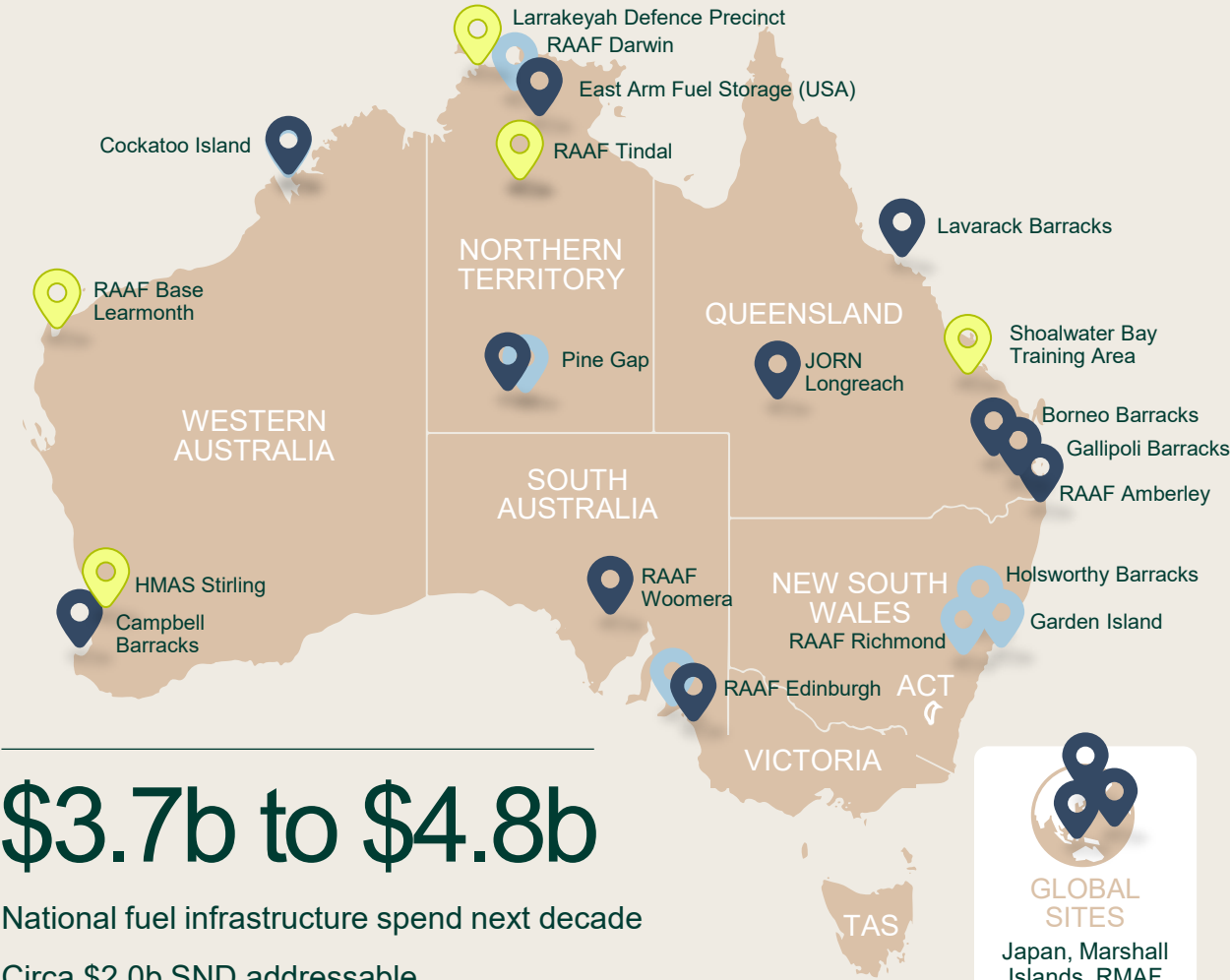


Strategic Position

Despite ongoing delays in the fuel resiliency program, Saunders continues to enhance its position in Defence with active projects across the Defence estate and the securing of annuity-style maintenance contracts.

We are executing complex works in fuel, water, fire and power infrastructure, with our acquisition strategy proving effective. A record Defence tender pipeline is now in play, including shortlisting in a number of key upcoming opportunities direct to Defence.

- = Projects under delivery (FY2025-FY2026)
- = Pipeline Opportunities
- = Completed projects



\$3.7b to \$4.8b

National fuel infrastructure spend next decade
Circa \$2.0b SND addressable



GLOBAL SITES
Japan, Marshall Islands, RMAF Butterworth

Opportunity Outlook

Largest Defence Pipeline in Company History

Shortlisted or pending tenders across **20+ bases and programs**

National footprint positions
Saunders **strongly for regional programs**

Focus on **high-security and high-compliance** scopes

Targeting long-term, recurring revenue opportunities under Defence Fuel Resiliency Program (DFRP) and Strategic Programs

Pipeline includes international US-funded works in Japan and the Pacific

Project profiles: Defence





HMAS Stirling Substation Integration

Capability	Industrial Automation and Electrical
Value	\$6.0 million
Location	Garden Island, WA

Saunders was engaged to deliver three successive projects at HMAS Stirling, integrating a total of 61 substations across the naval base.

Drawing on our specialist Automation and Electrical capability, the works modernised and optimised the site’s critical power infrastructure, improving efficiency, reliability and operational resilience.

With a combined value of approximately \$6 million, these projects demonstrate Saunders’ capacity to deliver complex, high-security works in live Defence environments while meeting stringent technical and security requirements.

Image: Courtesy of the Defence Image Library.





RAAF Base Learmonth – Fuel Infrastructure Upgrade

Capability	Civil Infrastructure, Industrial Automation and Electrical, Structural, Mechanical and Piping
Value	\$4.0 million (\$20 million fully optioned)
Location	Learmonth, WA

Saunders was engaged to deliver Early Works for a strategic Defence infrastructure project at RAAF Base Learmonth in WA.

- The scope includes:
- ~3.5 km of in-ground aviation fuel hydrant piping
 - Emergency generator fuel system for airfield lighting
 - Associated civil, electrical and control systems

The project follows a successful ECI process and will be delivered using Saunders’ integrated capabilities across civil infrastructure, structural mechanical & piping and industrial automation.

Image: Courtesy of the Defence Image Library.





Project Caymus

Capability	Bulk Fluid Storage, Structural, Mechanical and Piping
Value	\$165 million
Location	Darwin, NT

An Australian-American collaboration, the largest defence bulk fuel storage facility in Australia. It includes 11 tanks at 45M diameter each, holding 300 million litres bulk jet fuel storage (grade JP-5 and Jet A-1) to API650, inclusive of tank foundations and ring beams and geodesic dome roofs.

Saunders was able to rapidly mobilise 150 personnel to Darwin for a compressed project timeline with an expected design and construction completion in 24 months.





Bulk Fuel Storage Tanks RAAF Base Darwin

Capability	Bulk Fluid Storage
Value	\$7 million
Location	Darwin, NT

Client: Nova NACAP JV.
Design and Construction of two cut and cover bulk fuel tanks for the US Department of Defence, including detail design, supply, fabrication, tank erection and testing.

The project aligns with the Government’s response to the Defence Strategic Review to increase preparedness, invest in our northern infrastructure network and deliver resilient fuel solutions. Construction was completed in June 2023.





RAAF Base Tindal

Capability	Bulk Fluid Storage, Industrial Automation and Electrical, Structural, Mechanical and Piping
Value	\$31.0 million
Location	Katherine, NT

Design and construction of two new bulk fuel tanks, subcontracted through the Nova Nacap Joint Venture, which is contracted by the Naval Facilities Engineering Command (NAVFAC) Pacific, US Department of Defence.

Additionally, installation of critical fuel infrastructure for a new Australian Defence Force fuel farm at Installation of underground pipeline, multiple tanks, a gantry building, a filter building, pumphouses, and an underground line linking to the USAF refuelling system, along with a complex network of valves and large turbine pumps.





Larrakeyah Defence Precinct Fuel Infrastructure SMP (Marine)

Capability	Bulk Fluid Storage, Industrial Automation and Electrical, Structural, Mechanical and Piping
Value	\$33.7 million
Location	Darwin, NT

Saunders successfully completed a contract for the Larrakeyah Defence Precinct Redevelopment Program (LDPRP), with Laing O’Rourke serving as the Managing Contractor.

Saunders designed and constructed 4 new bulk fuel storage tanks and undertook the installation of fuel quarantine and sampling systems, offloading and dispensing filtration and pump stations, electrical and instrumentation, and safety and process control systems with connection to site-wide piping and wharf hydrant lines at a major operational defence base.





RAAF Richmond Australian Defence Fuel Installation

Capability	Bulk Fluid Storage, Structural, Mechanical and Piping
Value	\$6.0 million
Location	Richmond, NSW

Saunders was engaged under a Major Subcontract Build Packages part of the wider fuel farm construction. Our scope included fabrication, procurement and site installation of all piping, pumps, filters, structural, and associated civil scope.

The project included the decommissioning of existing underground hydrant pipeline along with the installation of a new fuel supply line, hydrant underground and return line.

Saunders worked with the operator to perform draining and performed works with minimal disruption to Defence fuel operations and used resource allocation techniques to suit Defence operations to reduce additional mobilisation and demobilisations.



Image: Courtesy of the Defence Image Library.



HMAS Garden Island – Fleet Base East

Capability	Bulk Fluid Storage, Industrial Automation and Electrical, Structural, Mechanical and Piping
Value	\$23 million
Location	Sydney, NSW

A 5.7ML storage tank, quarantine storage tank, nozzles, vents, tank gauging, alarms and other necessary hazardous area (HA) rated electrical equipment, pumps, coalescer filters and piping to facilitate the new hydrocarbon system on the operational Defence base.

Manufacturing and installation of main switchboard, distribution boards, main control panels, field junction boxes and local control stations.

Successful site installation, integration, and commissioning of DFI E&I, SMP and controls in line with client, Fuel Services Branch requirements. Program in line with FSB, DPM and DFMS requirements, including PSSR and HOTO close out.

Image: Courtesy of the Defence Image Library.





RAAF Amberley Jet Fuel Hydrant Line Upgrade

Capability	Bulk Fluid Storage, Structural, Mechanical and Piping
Value	\$25 million
Location	Amberley, QLD

Saunders has completed a series of projects at RAAF Amberley, including the BFA apron and associated infrastructure project, hydrant re-fuelling contract, C17 maintenance facility aircraft apron project , hydrant refuelling contract and the Growler Airborne Electronic Attack capability facilities - Phase 2 hydrant refuelling contract.

Image: Courtesy of the Defence Image Library.



Project profiles: Government





Western Sydney Airport

Capability	Bulk Fluid Storage, Industrial Automation and Electrical, Structural, Mechanical and Piping
Value	\$70 million
Location	Luddenham, NSW

Construction of the aviation fuel terminal at Western Sydney Airport on behalf of Multiplex.

Design and construction of:

- Three aviation fuel storage tanks
- The aviation fuel terminal’s mechanical piping, valves, pumps, filters, instrumentation, and controls
- The aviation fuel terminal’s electrical services, including cabling and switchboards, SCADA electrical, and controls.

Separately awarded installation and commissioning of 10.5 km of aviation fuel hydrant lines and additional SMP works which connect the newly installed fuel hydrant main system to the fuel farm facility.





Port Macquarie Bridges

Capability	Civil and Water Infrastructure
Value	\$11.2 million
Location	Various locations, Port Macquarie, NSW

Saunders was awarded a contract to replace five existing timber bridges across the Port Macquarie Hastings Council area with concrete bridges.

The new concrete bridges will reduce future ongoing maintenance costs for the Council and increase connectivity by allowing increased vehicle load limits.

The project is funded by Port Macquarie Hastings Council and Transport for NSW under the NSW Government’s Fixing Country Bridges Program.





Four New Bridge Projects

Capability	Civil and Water Infrastructure
Value	\$20.6 million
Location	Various locations, NSW

We were awarded four contracts in the civil infrastructure sector. Each project involves the demolition of an existing bridge and the design and construction of a new concrete bridge structure.

These projects are funded by local councils, the NSW Government, and the Federal Government, ensuring local road networks are safer and fit-for-purpose for years to come.

The projects include:

- Brunners Bridge, Singleton, NSW
- Spring Creek Bridge, Narrabri, NSW
- Melville Ford Bridge, Aberglasslyn, NSW
- Molong Street Bridge and Burrendong Bridge No 1, Dubbo, NSW

