



# **ENERGY, RESOURCES & INFRASTRUCTURE PLATFORM PRESENTATION**

## INVESTOR DAY

P. BENNETT

22 JUNE 2022



# PRESENTATION OVERVIEW

**Peter Bennett**

Business Overview

Strategy

Current Projects

Key Risks

Presentation Takeaways



# BUSINESS OVERVIEW

SNOWY HYDRO SCHEME – NEW SOUTH WALES, AUSTRALIA

# BACKGROUND

**Towards the end of 2019 we started to see the results emerge from all the hard work and the difficult decisions that we've had to take to shift the business into a diversified future. We've got the strategy right and we moved forward into a new phase of growth delivering the strongest orderbook in Clough's history.**

**In 2020, the COVID-19 pandemic hit and changed the world and people's perspective in many ways but has not required alteration of our strategic plan.**

- The world after COVID-19 is unlikely to return to the world that was. Changes already underway are being accelerated such as technological advances, focus on energy transition and waste reduction.
- Shareholder, investors, lending institutions, clients, employees, partners, and the wider community have a louder voice for global and collective action on social responsibility, diversity and inclusion, sustainability and the role of businesses in society.
- The risk of not paying attention and acting on these client, employees and community requirements could be damaging for Clough's reputation and future business growth.



**Clough is an engineering and construction company that provides sustainable high performing assets to the energy, resources and infrastructure industry.**

**While our core capability remains unchanged going forward, our services will look, feel, and act with a strong focus on our environmental, social, and governance (ESG) commitment, and by harnessing digital and analytics capabilities to strengthen competitiveness through improved efficiency.**

- The biggest driver and opportunity for Clough lies in supporting our clients with their energy transition and net zero expectations. We are well positioned to deliver this. Complex energy, resources, and critical infrastructure is what we specialise in.
- Strong focus is still required to deliver our projects profitably. Excellence in project delivery, innovation and ESG focus are critical for the successful delivery of our orderbook.
- In APAC, growth will be achieved by delivering our capability into key growth markets. Power, power storage and transmission, complex critical infrastructure and new / renewable energies.
- In North America, growth will be achieved initially through developing capability that targets power, power storage and transmission and new / renewable energies. Longer term, an expansion into infrastructure is expected.
- In the UK business, we will maintain our customer focus as we deliver engineering, automation and project services.

# CLOUGH'S GROUP OF COMPANIES

**Murray  
& Roberts**

Clough is a wholly owned subsidiary of Murray & Roberts, a multinational group that focuses its expertise on delivering sustainable and fit-for-purpose project engineering, procurement, construction, commissioning, operations and maintenance solutions. The Group delivers its capabilities into the resources, industrial, energy, water and specialised infrastructure sectors.



**BOOTH WELSH**  
Integrated Engineering Services

Established in 1989, Booth Welsh is recognised as a market leader in lifecycle services for control systems, from front end engineering design through to service and replacement.

  
**JJ WHITE**

JJ White, founded in 1920 is a multi-trade engineering and contracting business, headquartered in Philadelphia, Pennsylvania, United States. JJ White specializes in industrial maintenance and related construction services that covers a full range of mechanical and electrical disciplines.

  
**CH-IV**

CH-IV provides a full spectrum of engineering, consulting and design services to asset developers, regulators, owners, operators and lenders across the global energy, infrastructure and resources industries.

**e2o**

e2o is a global asset services company recognised for delivering operations and maintenance, brownfield EPC, and workforce solutions to our clients in the infrastructure, energy and resources industries.

## HIGHLIGHTS

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**Diversification:** Successful geographic and market diversification

**Orderbook: +AU\$3Bn** - continued strong order book with a potential to exceed \$4Bn this FY

**Capability:** Growing capabilities in emerging energies and power generation, transition and storage

**ESG:** Our roadmap aligned to the United Nations sustainable development goals 2030

## LOWLIGHTS

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**Performance:** Inconsistent project performance

**Timing:** Projects not progressing ahead as forecasted

**COVID-19:** Long lasting effects on our clients, partners, supply chain, regions and cash flows

**Talent Resourcing:** High demand for professionals and frontline workers in the engineering and construction industry

**Financial Resourcing:** Working capital and bonding facilities to support the order book





# STRATEGY

PROJECT TRAVELLER (NEXT WAVE) – HOUSTON, UNITED STATES



# OUR STRATEGY

Purpose	Strategic Imperative	Priorities	Objectives
Harness our people's innovative thinking through engineering and construction solutions that deliver a sustainable future today	Grow and maintain competitive edge	Maintain Core Capability	Maintain Oil & Gas EPC
			Selective approach to resources, water and defence projects
			Maintain project management and engineering capability
		Target Growth Markets	Grow complex transport infrastructure
			Grow Asset Services
			Grow power generation and transmission
	Deliver projects profitably and sustainably	Diversify revenue streams	Equity position in commercializing emerging technologies
			Technology royalties
			Secured rights to future EPC projects
		Excellence in project delivery	Consistent and profitable project delivery
			Safety and sustainability mindset
			Knowledge sharing and expertise across the organisation
		Accelerate Innovation	Data management
			Digital first approach
			Integrated system of tools and processes
		Leadership in ESG	Investing in our people
			Supporting our communities
			Protecting our environment

# OBJECTIVES BY BUSINESS UNIT

## NORTH AMERICA



### 2022-23 Focus:

- Diversify into markets that are growing and investing such as renewable energy, critical/ enabling infrastructure, near shore marine
- Expand CH-IV into markets beyond LNG with focus on renewable energy
- Expand JJ White into EPCC
- Targeting projects that provide a sustainability feature
- Delivering projects with safety and sustainability as priority

### Through:

- Excellence in project delivery
- Business performance
- Investing in our people
- Accelerated innovation

## APAC



### 2022-23 Focus:

- Create healthy finances
- Maintain core capability targeting oil & gas EPC, with selective approach to key resources and water projects
- Target growth markets by developing transport infrastructure capability and power generation and transmission
- Grow asset services business
- Grow complementary markets with equity position
- Delivering projects with safety and sustainability as priority

### Through:

- Excellence in project delivery
- Position for sustainable growth
- Investing in our people
- Accelerated innovation

## UNITED KINGDOM



### 2022-23 Focus:

- Regional diversification with EPC focus by building regional EPC, develop renewable energy, infrastructure, food and beverage and defence capability
- Grow within Core Clients & Expand Client Base
- Maintain chemical, pharma, Oil & Gas and nuclear capability
- International Expansion

### Through:

- Increase sector diversification including growth in green markets and through iTech
- Differentiate through quality & breadth of traditional services & global reach
- Collaborate with Clough APAC and North America regions



# CURRENT PROJECTS

TARGET ZERO



# PROJECT TRAVELER

Client: Next Wave  
Value: US\$632 million

Pasadena (East Houston),  
Texas, United States





# ENERGYCONNECT

Client: Transgrid  
Value: AUS\$1.5 billion / 50/50 JV with Elecnor

NSW, Australia



**1ST PROJECT**  
CONNECTING SOUTH  
AUSTRALIA, NEW SOUTH  
WALES AND VICTORIA  
CURRENT AND **FUTURE**  
**RENEWABLE ENERGY**  
ZONES TO THE GRID



0.00

LITFR



0.00

TRIFR



257

DAYS IN FIELD



5.7%

COMPLETE



254,100

WORK HOURS COMPLETED



# TALLAWARRA POWER STATION

Client: Energy Australia  
Value: AUS\$210 million

NSW, Australia



AUSTRALIA'S 1<sup>st</sup>  
NET ZERO EMISSIONS HYDROGEN AND GAS  
CAPABLE POWER PLANT



0.00

LITFR



0.00

TRIFR



161

DAYS IN FIELD



21.1%

COMPLETE



118,200

WORK HOURS COMPLETED



# SNOWY 2.0

Client: Snowy Hydro Ltd  
Value: AUS\$5.4 billion / JV with Webuild and Lane

NSW, Australia



AUSTRALIA'S  
LARGEST RENEWABLE  
ENERGY PROJECT



1

LITFR



7.98

TRIFR



1,125

DAYS IN FIELD



38%

COMPLETE



4,777,984

WORK HOURS COMPLETED



# LOMBRUM INFRASTRUCTURE

Client: Department of Defence  
Value: AUS\$218 million

Manus Island,  
Papua New Guinea



0.00

LITFR



3.68

TRIFR



285

DAYS IN FIELD



28.7%

COMPLETE



337,600

WORK HOURS COMPLETED



# WAITSIA GAS PROJECT STAGE 2

Client: Mitsui (MEPAU)  
Value: AUS\$416 million

Dongara, Western  
Australia

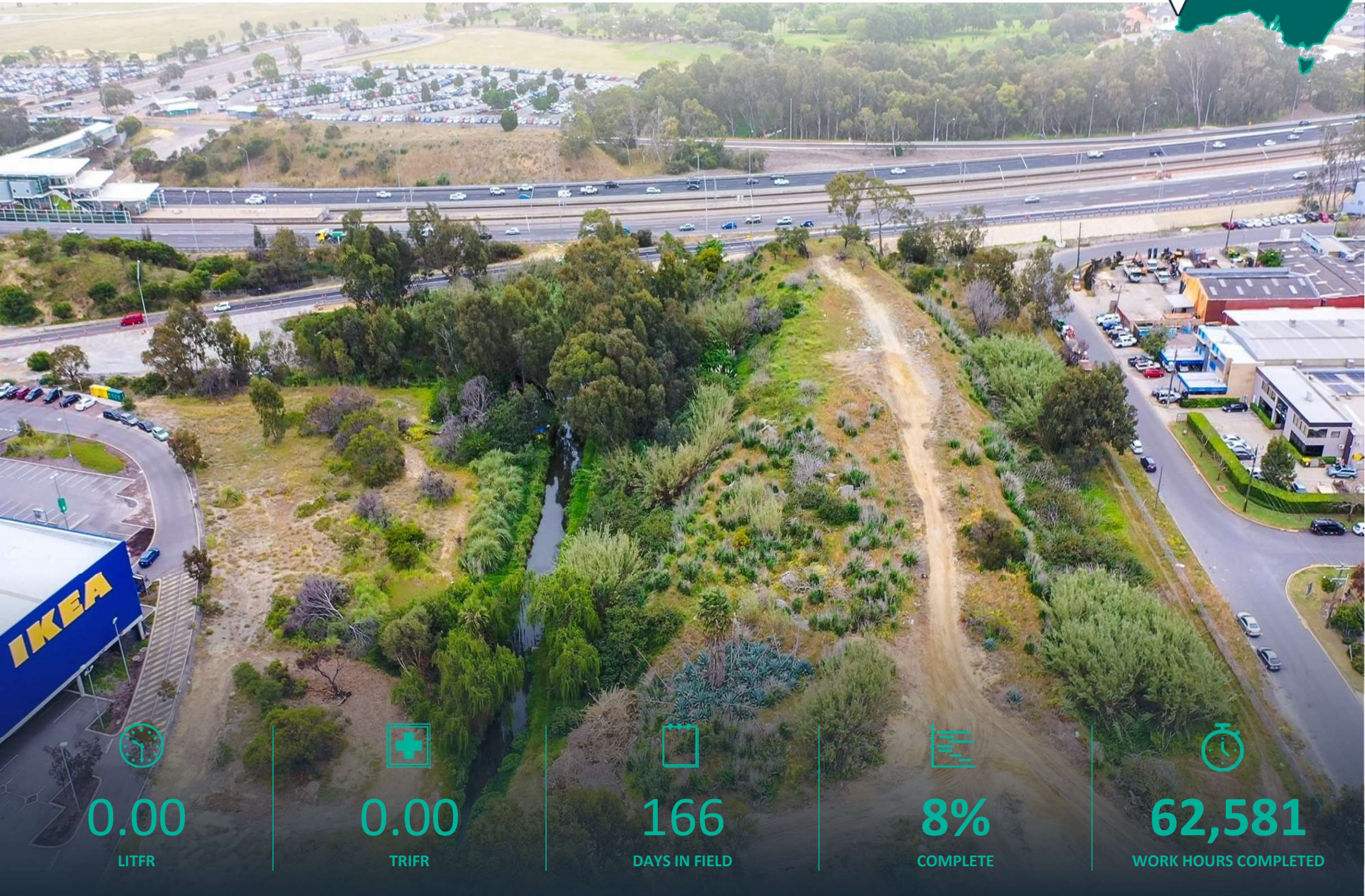




# STEPHENSON AV EXTENSION

Client: Main Roads WA  
Value: AUS\$191 million 50/50 JV  
with Acciona

North of Perth  
CBD, Western  
Australia





# OYU TOLGOI 6B SHAFT SINKING 3 & 4

Client: Oyu Tolgoi LLC  
Value: AUS\$324 million



1,410

DAYS IN FIELD



69%

COMPLETE



3,957,905

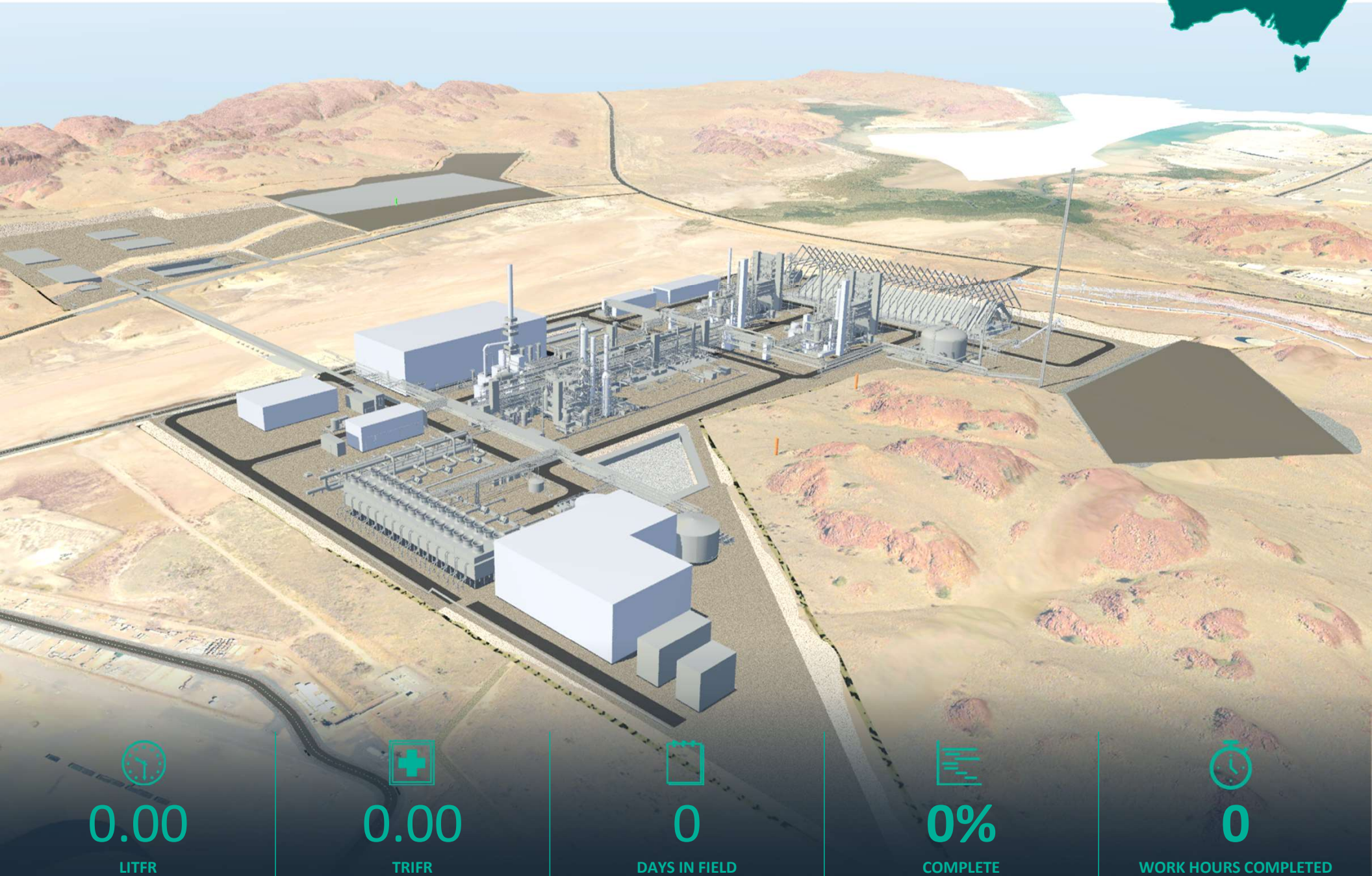
WORK HOURS COMPLETED



# PERDAMAN UREA PLANT

Client: Perdaman  
Value: US\$2.7 billion / JV with Saipem


Burrup Peninsula,  
Western Australia



  
**0.00**  
LITFR

  
**0.00**  
TRIFR

  
**0**  
DAYS IN FIELD

  
**0%**  
COMPLETE

  
**0**  
WORK HOURS COMPLETED



# KEY RISKS

- Bonding Facilities
- Inconsistent Execution
- North America Diversification
- Project Resourcing

# PRESENTATION TAKEAWAYS

- Maintain core capability with selective approach
- Target growth markets to support energy transition, asset services and complex transport
- Diversify revenue streams to reduce cyclical nature of projects
- Excellence in project delivery to deliver safe, sustainable and profitable project
- Accelerate innovation to improve service and decision making
- Leadership in ESG for our people, community and environment



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