



# INVESTOR PRESENTATION

MARCH 2020



# COMPANY SNAPSHOT

*A leading end-to-end provider of integrated, multi-disciplinary heavy engineering, construction and maintenance services*

**\$765 million**

Contracted Order Book  
(31 December 2019)

**125,000m<sup>2</sup>**

Workshop Facilities



## 3 Key Sectors

Metals & Minerals



Marine, Defence &  
Infrastructure



Oil & Gas



## Service Offerings

Heavy Engineering & Construction

Maintenance & Support

**\$253 million**

Book value of Property,  
Plant & Equipment



**2,700**

Direct employees  
engaged during FY2019

# CORPORATE OVERVIEW

## Executive Management Team



**Jim Fitzgerald**  
Executive Chairman

With more than 35 years' experience, Mr Fitzgerald has a natural ability to create solutions for complex tasks. He has a strong belief in the training and development of people which has been a key aspect of Civmec's growth and success.



**Pat Tallon**  
Chief Executive Officer

Over the past 30 years, Mr Tallon has worked across the Oil & Gas, Metals & Minerals, Infrastructure and Defence sectors. Mr Tallon is responsible for implementing the strategic decisions and policies of the company and is a key driver of innovation and productivity improvement across the business.



**Kevin Deery**  
Chief Operating Officer

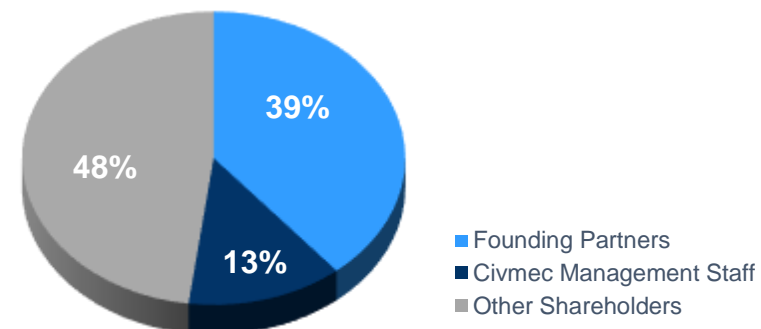
Mr Deery is responsible for ongoing business operations and has more than 20 years' industry experience, including significant time spent within the construction and engineering services industry throughout Australia.

## Capital Structure

Shares on Issue	m	501.0
Performance Rights	m	7.4
Options	m	4.0
Share Price (28.2.20)	A\$/share	0.49
<b>Market Capitalisation (undiluted)</b>	<b>A\$m</b>	<b>245.5</b>
Cash <sup>1</sup>	A\$m	21.6
Debt <sup>1</sup>	A\$m	93.2
<b>Enterprise Value (undiluted)</b>	<b>A\$m</b>	<b>317.1</b>

<sup>1</sup> As at 31 December 2019

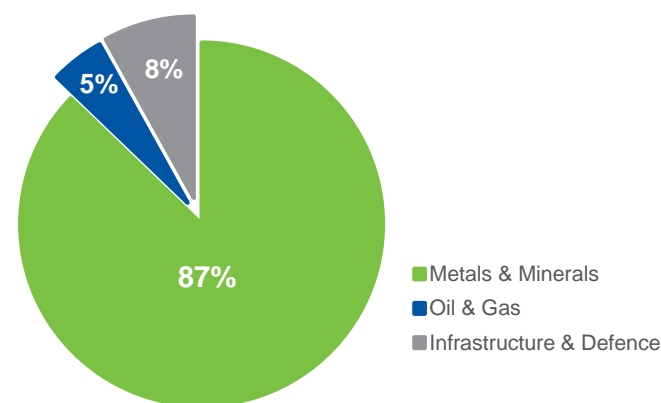
## Shareholder Breakdown



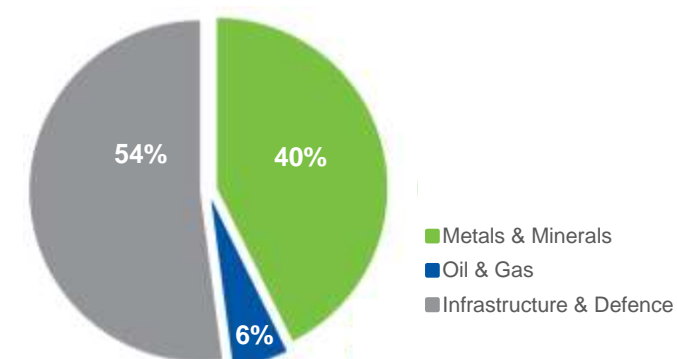
# FINANCIAL HIGHLIGHTS – CONTINUED MARGIN IMPROVEMENT

- Renewed focus during 2019 on profitability and operating cash flows
- Revenue expected to increase during 2H FY20, with continued ramp up of current major projects, underpinned by \$765m contracted order book
- Continued focus during 2020 on further margin improvement
- Strong cash generation from operations, reinvested into the business to strengthen the strategic asset base and reduce debt

	1H FY19	2H FY19	1H FY20	1H FY20 vs 2H FY19	
Revenue	A\$335.0m	A\$153.5m	<b>A\$166.2m</b>	A\$12.7m	▲
EBITDA	A\$15.0m	A\$9.0m	<b>A\$17.6m</b>	A\$8.6m	▲
NPAT	A\$5.8m	A\$0.3m	<b>A\$8.1m</b>	A\$7.8m	▲
Operating Cash Flow	A\$16.7m	A\$62.1m	<b>A\$25.6m</b>	(A\$36.5m)	▼
EBITDA %	4.5%	5.9%	<b>10.6%</b>	4.7ppt	▲
NPAT %	1.7%	0.2%	<b>4.9%</b>	4.7ppt	▲



1H FY20 Revenue by Sector



Current Order Book by Sector



# KEY OPERATING SECTORS



## METALS & MINERALS

- Full turnkey services including civil concrete, fabrication, modularisation, platework and surface treatment, structural mechanical piping and electrical and instrumental
- Significant pipeline of construction projects with major blue-chip clients
- Diversified client base provides increased specialised maintenance and shutdown support opportunities



## MARINE, DEFENCE & INFRASTRUCTURE

- A world-class strategic asset and capability
- Federal Government's Naval Shipbuilding Plan is supporting a sustainable Australian naval shipbuilding and sustainment industry that will provide long-term opportunities
- Infrastructure activity across Australia remains strong – focus on fabrication and precast construction opportunities



## OIL & GAS

- Tailored solutions for upstream and downstream projects, including fabrication, and modularisation of specialist subsea equipment and to support onshore processing plant requirements
- Continued sector investment in new projects and project expansions anticipated
- Opportunities for ongoing asset maintenance and turnaround services

# CURRENT SIGNIFICANT PROJECTS

## ALBEMARLE KEMERTON LITHIUM PROJECT



**CLIENT:** Albemarle

**LOCATION:** Henderson and South-West, WA

**DURATION:** Jun 19 to Mar 21

**OVERVIEW:** Extensive scope includes site civil works and fabrication and onsite installation of structural, mechanical & piping for the Hydromet and Final Product, Reagents and Utilities for Trains 1 and 2.

## BHP SOUTH FLANK IRON ORE PROJECT



**CLIENTS:** Thyssenkrupp and BHP (separate contracts)

**LOCATION:** Henderson, WA

**DURATION:** Feb 19 to mid-20

**OVERVIEW:** Manufacture of stackers, bogies and equalisers for the project's rail mounted machines for Thyssenkrupp, and in a separate contract directly with BHP, supply and assembly of 23 fully equipped 'smart modules'.

## FMG ELIWANA IRON ORE PROJECT



**CLIENT:** FMG

**LOCATION:** Henderson and Pilbara, WA

**DURATION:** Jan 20 to Nov 20

**OVERVIEW:** Full vertical delivery of the Primary Crushing and Ore Processing Facility, including the facility's Iron Ore Loading, Primary, Secondary and Tertiary Crushing, Ore Screening and Associated Conveyor Systems.

## OFFSHORE PATROL VESSELS



**CLIENTS:** Royal Australian Navy / Lürssen Australia

**LOCATION:** Henderson

**DURATION:** Ongoing to 2029

**OVERVIEW:** Supply and processing of steel for 12 OPVs. Cutting steel plates for the first two OPVs for assembly in South Australia, with Civmec undertaking fabrication and consolidation of the following 10 vessels at Henderson.

## MAINTENANCE & SHUTDOWN CONTRACTS



**CLIENTS:** Roy Hill, FMG, Alcoa, Rio Tinto, Chevron etc

**LOCATION:** Across Australia

**DURATION:** Ongoing

**OVERVIEW:** Various scopes include refractory, mechanical and surface treatment, leveraging our specialist capability. Through BRC, have partnered with Chevron for the execution of turnaround services until the end of 2020.



# HENDERSON FACILITY, WA

~\$190 million facility, 100% owned by Civmec

Located at the Australian Marine Complex

- 200,000m<sup>2</sup> land area, with 100,000m<sup>2</sup> of usable undercover area
- New 53,000m<sup>2</sup> (usable floor area), 70 metre high, assembly and sustainment hall – largest undercover facility in Australia
- 400 tonne lifting capacity (single lift)
- Access to 400,000m<sup>2</sup> of common user land, including direct access to floating dock with 12,000 tonne lifting capacity and six wharves
- Capable of handling 80,000 tonnes of steel per annum

- Existing 47,000m<sup>2</sup> of facilities with book value of ~\$90m, includes 29,300m<sup>2</sup> heavy engineering workshop
- New 53,000m<sup>2</sup> assembly and sustainment hall with construction cost of ~\$85m
- Occupied under a 35 year lease (commenced in 2009), with further 35 year option



# HENDERSON ASSEMBLY AND SUSTAINMENT HALL *A KEY STRATEGIC ASSET*

## STRATEGIC ASSEMBLY AND SUSTAINMENT CAPABILITY


- Located in the Australian Marine Complex, 10 kilometres from Garden Island, home to a significant portion of Australia's naval fleet
- Now structurally complete and operational readiness imminent
- World-class facility with significant capacity and capability, the new assembly and sustainment hall includes:
  - centre bay – internal length of 187 metres and 70 metres high
  - door clearance of 42 metres wide and over 60 metres high
  - 400 tonne crane lifting capacity (single lift)
  - capable of accommodating large vessels including complete Air Warfare Destroyers and Frigates, as well as large integrated modules for the resources sector
- OPV contract expected to utilise only 40% of the facility's capacity over the next ~10 years for the consolidation of ten OPV vessels
- Investment aligns with the Australian Government's identification of Henderson as one of two suitable locations in Australia for the continuous build of naval ships and vessel sustainment





# NEWCASTLE FACILITY, NSW

~\$40 million facility, 100% owned by Civmec

- 
- 25,000m<sup>2</sup> of usable undercover area, including heavy engineering facility, precast/prestressed concrete facility and paint/blast facility
  - Strategically located on 227,000m<sup>2</sup> of land, just 14 kilometres from the Port of Newcastle, New South Wales
  - Direct access to the Hunter River, with 535 metres of prime river frontage and two ship basins



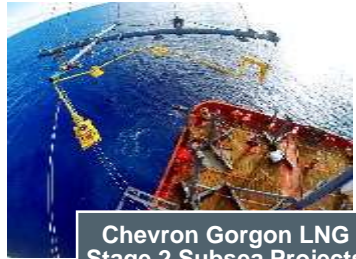


# FUTURE STRATEGY & OUTLOOK





# FY20 KEY PROJECTS



**Chevron Gorgon LNG  
Stage 2 Subsea Projects**



**Santos Varanus Island  
Compression Project**



**BHP South Flank  
Iron Ore Project**



**Roy Hill  
Iron Ore Project**



**FMG Eliwana  
Iron Ore Project**



**Luerssen Australia  
OPV Program**



**Albemarle Kemerton  
Lithium Project**



**Maintenance contracts  
across Australia**



**Tray Bodies for  
Hunter Valley region**



**NSW Govt Princes  
Highway Upgrade**





# WELL POSITIONED FOR STRONG PROJECT PIPELINE

- Strong focus on Metals & Minerals sector opportunities
- Focus on securing lower risk Lump Sum/Schedule of Rates contracts, with less reliance on EPC/D&C models
- Well positioned to secure projects that utilise a combination of Civmec's world-class facilities and on-site multi-disciplined, self-performance capability
- Diversified tier 1 client base
- Ongoing opportunities in the Oil & Gas sector, with continuing investment in new developments and expansions





# ROBUST RECURRING REVENUE BASE

## SHIPBUILDING

- OPV contract provides sustained revenue until 2029, utilising only 40% capacity of the new facility
- Strategically positioned given Federal Government's commitment to undertake its minor naval vessel continuous build program and sustainment of these vessels at Henderson
- Ongoing opportunities via AMSEG (Civmec/Luerssen JV)

## MAINTENANCE

- Increased capability and diversified client base enables delivery of specialised maintenance and shutdown support services to the Metals & Minerals and Oil & Gas sectors
- Opportunities for LNG turnaround and maintenance projects through BRC (Brown & Root/Civmec JV)

## MANUFACTURING

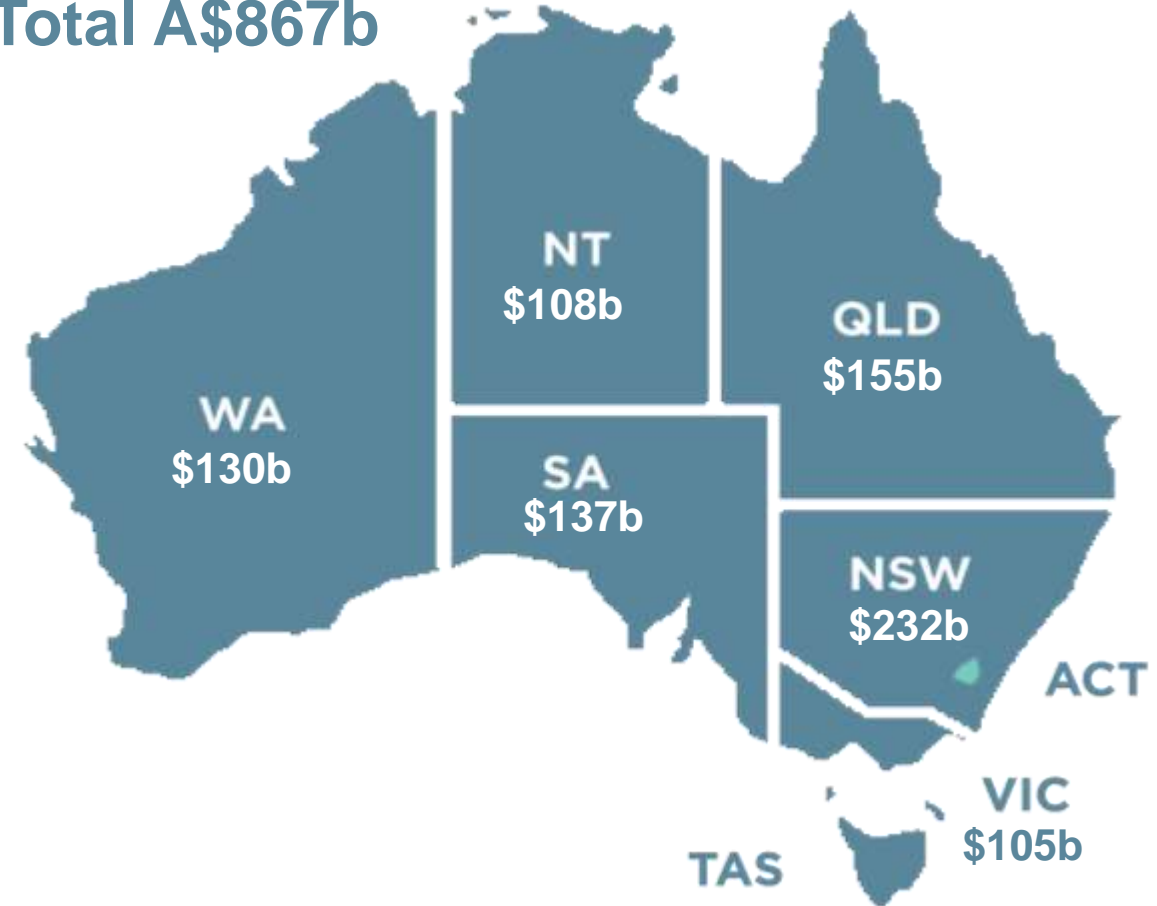
- Product line opportunities at both Henderson and Newcastle
- Opportunities to facilitate greater interaction between facilities, maximising synergies and continued process improvement



# 10 YEAR MARKET OUTLOOK – 2020 to 2029

**Total A\$867b**

	Total	WA	NT	SA	QLD	NSW	VIC
Metals and Minerals	\$140b	\$64b	\$8b	\$13b	\$33b	\$21b	\$2b
Oil, Gas & Energy	\$266b	\$45b	\$93b	\$17b	\$44b	\$43b	\$24b
Infrastructure	\$369b	\$16b	\$7b	\$22b	\$77b	\$167b	\$79b
Defence	\$89b	\$4b	-	\$85b	-	-	-
Maintenance (M&M)	\$1,505m	\$500m	\$20m	\$38m	\$539m	\$322m	\$86m
Maintenance (O,G&E)	\$1,755m	\$466m	\$138m	\$113m	\$356m	\$250m	\$432m



**Notes:**

- Data combined from sources: Industrial Info Resources; Infrastructure Partnerships Australia; Department of Defence – Naval Shipbuilding Plan, 2017.
- Oil & Gas forecast includes offshore project spend in the Timor Sea (NT), Indian Ocean (WA) and Bass Strait (VIC).
- Infrastructure forecast per sector per region split on pro rata basis from analysis of historical data.
- Investment in the Naval Shipbuilding Plan includes over \$89 billion in shipbuilding over the decade from 2017/18 for the continuous construction of major surface combatants in South Australia, and the continuous construction of minor naval vessels in Western Australia.



# FOCUS ON CONTINUAL IMPROVEMENT

## PEOPLE

- Continue to invest in training and development
- Graduate and apprenticeship programs
- Increase collaboration with universities, TAFE and schools for technology advances and development of future workforce

## SYSTEMS

- Staged adoption of new technology
- Process and systems improvements
- Further rollout of Civtrac modules across other functional business units



*“Like fuel to an engine piston, the Oil & Gas, Metals & Minerals and Marine, Defence & Infrastructure sectors fuel our business.*

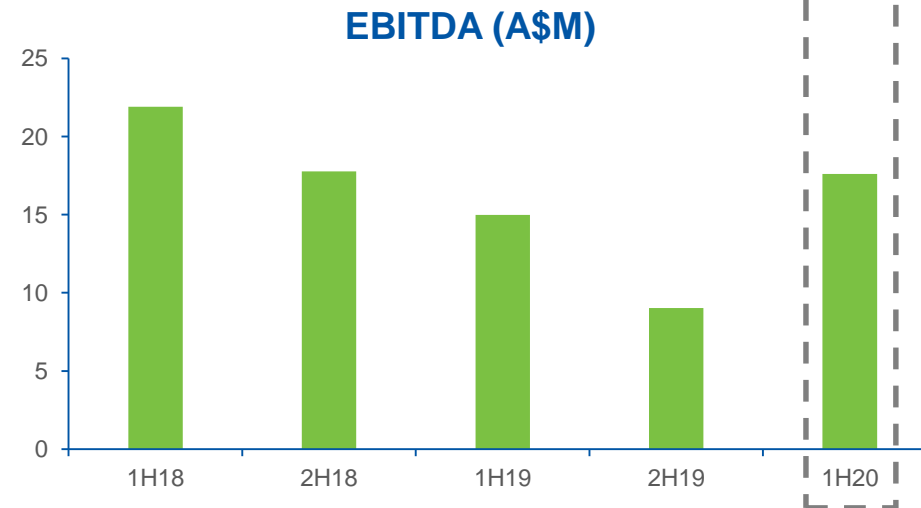
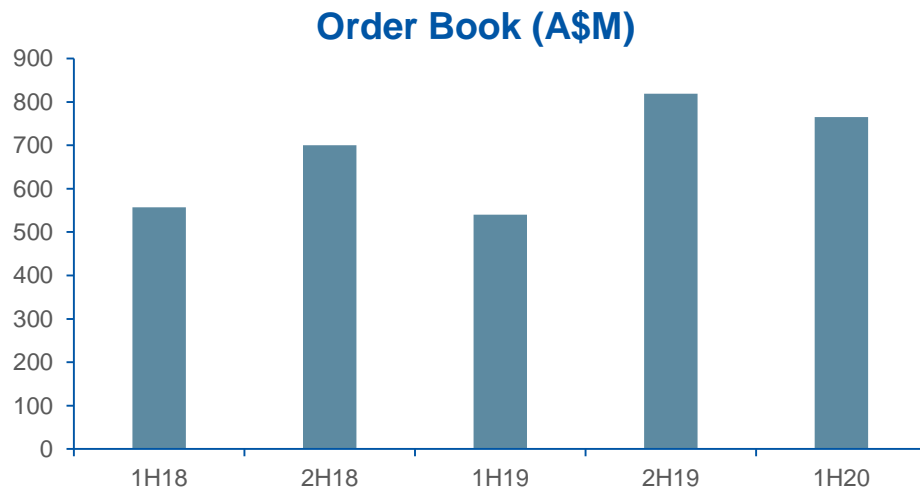
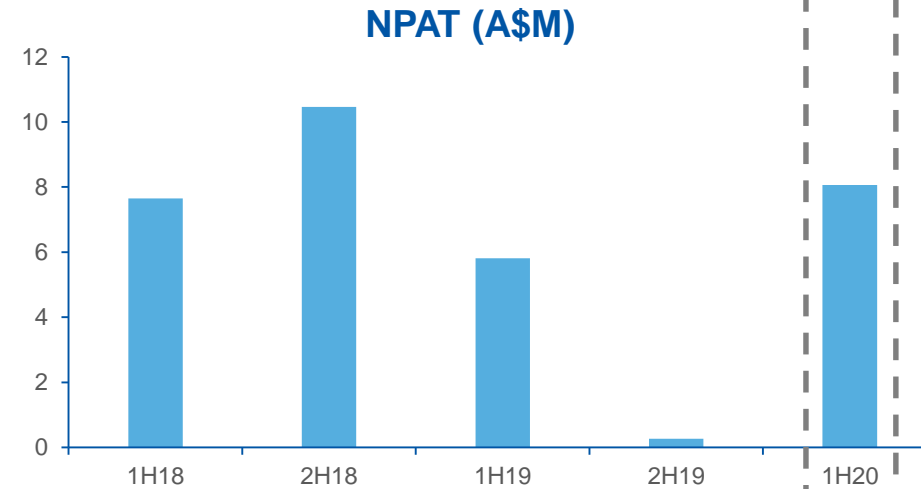
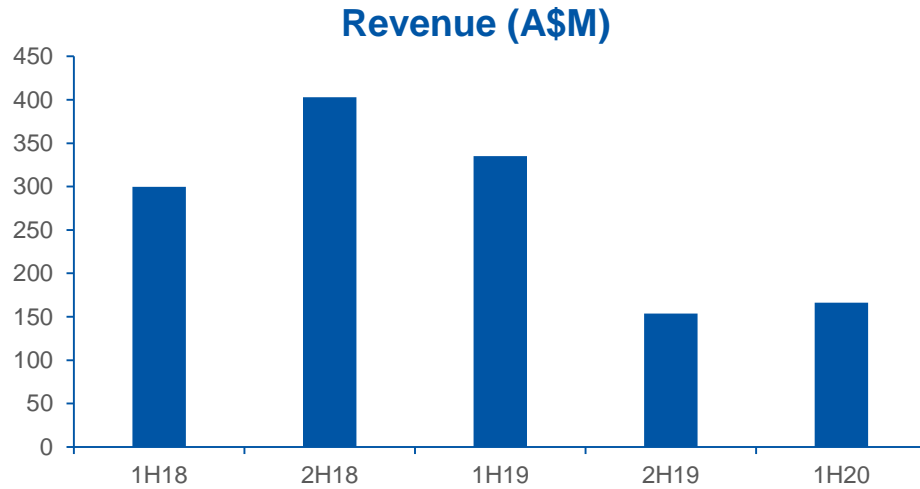
*Within these industries we can weather a downturn – as history tells us, not all of them are flat at the same time.”*

# FINANCIAL OVERVIEW





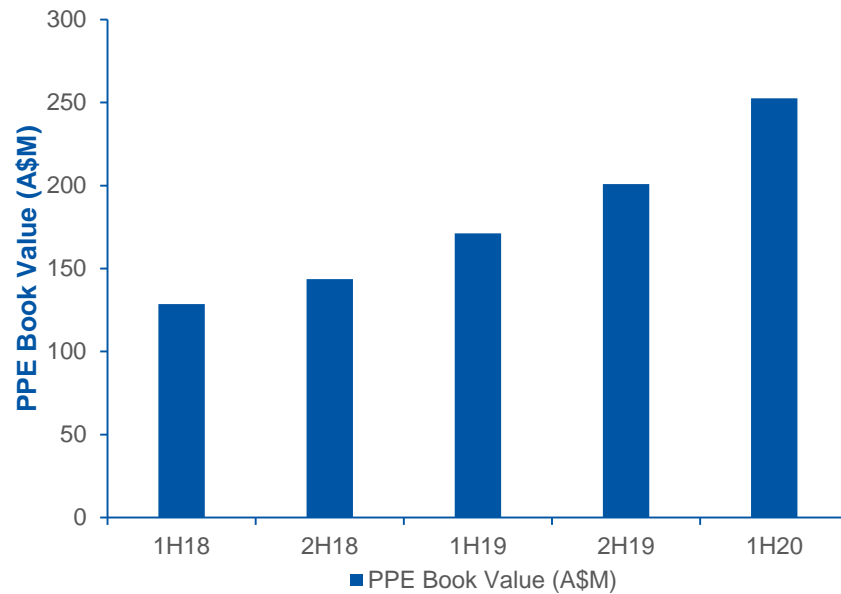
# HISTORICAL FINANCIAL PERFORMANCE



*Focus on consolidating projects and improving margins*

# CONSIDERABLE INVESTMENT IN STRATEGIC ASSETS

## Continued investment into strategic asset base



*Considerable investment into property, plant and equipment, provides Civmec with a substantial strategic asset base*

Summary Balance Sheet	Dec 2019
Current Assets	A\$205.0m
Non-Current Assets	A\$253.5m
<b>Total Assets</b>	<b>A\$458.5m</b>
Total Liabilities	A\$283.5m
<b>Net Assets</b>	<b>A\$175.0m</b>



# 1H FY20 PERFORMANCE

## FINANCIAL

Focus on improving margins and generating positive operating cashflows:

- Revenue of A\$166.2m, expected to increase during 2H FY20
- Net cash generated from 1H FY20 operating activities of A\$25.6m
- Further investment in property, plant and equipment with increase of A\$51.6m during 1H FY20
- Debt at December 19 reduced by A\$4.8m from June 19, to A\$93.2m
- A\$21.6m cash at end December 19
- Strong Order Book going into 2020 of A\$765m

## OPERATIONAL

- Major projects continue to ramp up:
  - full vertical delivery of the Primary Crushing and Ore Processing Facility for FMG's new Eliwana Mine
  - delivery of Albemarle's lithium hydroxide plant
  - steel plates cut for first two OPVs being assembled in South Australia
- Growing revenue from maintenance projects across Australia
- Increase of asset utilisation at the Newcastle facility continuing, with further streamlining of East and West coast operations
- Workforce currently stable and will increase as new project awards enter delivery phase





THANK YOU

