



Ventia Services Group Limited  
ABN 53 603 253 541

Level 8, 80 Pacific Highway  
North Sydney NSW 2060  
AUSTRALIA

[ventia.com](http://ventia.com)

## ASX and NZX Release

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16 November 2022

### Ventia Investor Day

Ventia Service Group Limited (ASX: VNT) will today be holding its Investor Day.

Please find attached the presentation materials.

The Investor Day will commence at 8:30am (AEDT) at the Light House Gallery, Australian National Maritime Museum, 2 Murray Street, Sydney.

Copies of the presentation will also be available on Ventia's website at [www.ventia.com/investor-centre](http://www.ventia.com/investor-centre).

*This announcement was authorised by the Disclosure Committee.*

**For further information, please contact:**

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**About Ventia**

Ventia is a leading essential infrastructure services provider in Australia and New Zealand, proudly providing the services that keeps infrastructure working for our communities. Ventia has access to a combined workforce of more than 35,000 people, operating in over 400 sites across Australia and New Zealand. With a strategy to redefine service excellence by being client-focused, innovative and sustainable, Ventia operates across a broad range of industry segments, including defence, social infrastructure, water, electricity and gas, resources, telecommunications and transport.



**REDEFINING  
SERVICE  
EXCELLENCE**

**CLIENT FOCUSED**

**INNOVATIVE**

**SUSTAINABLE**

# Redefining Service Excellence

**Ventia Investor Day**

16 November 2022



# Disclaimer



**This presentation contains summary information about Ventia Services Group Limited (ACN 603 253 541) and its related bodies corporate (together, Ventia) and does not purport to be complete. It should be read in conjunction with Ventia's Half Year Report 2022 lodged with the ASX on 25 August 2022 and other announcements filed with the Australian Securities Exchange (ASX) available at [www.ventia.com.au](http://www.ventia.com.au).**

This presentation contains forward-looking statements. While Ventia has prepared this information based on its current knowledge and understanding and in good faith, there are risks and uncertainties involved which could cause results to differ from projections.

Nothing in this presentation should be construed as either an offer to sell or solicitation of an offer to buy or sell Ventia shares. Investors should not place undue reliance on the forward-looking statements.

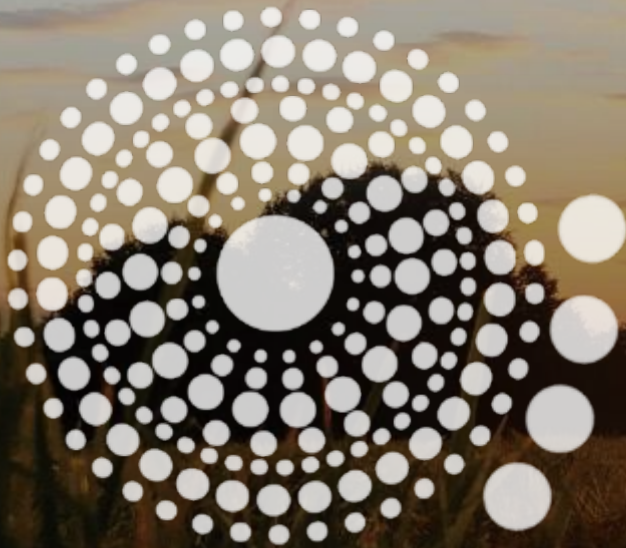
To the maximum extent permitted by law, Ventia gives no representation, warranty or other assurance in connection with, and disclaims all responsibility for, the accuracy and completeness of the forward-looking statements, whether as a result of new information, future events or otherwise.

This presentation may include non-IFRS financial information. The non-IFRS financial information is unaudited and has not been reviewed by Ventia's external auditors. This document is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor.

# Acknowledgement of Country and Mihi

Ventia would like to respectfully acknowledge the Traditional Owners and Custodians of country throughout Australia and their connection to land, sea and community. We pay our respect to them, their cultures and to their Elders past, present and emerging.

He tautoko te ahurea i ngā kawa me ngā tikanga o ngā Iwi whānui o Aotearoa, me ka kawa me ka tikaka o ka Iwi whānui o Te Waipounamu. We recognise and celebrate the culture of manawhenua in Aotearoa and Te Waipounamu where our teams respect local Iwi and communities across the country.



# Agenda



|               |                                 |                  |
|---------------|---------------------------------|------------------|
| 9:00 - 9:20   | Welcome & overview              | Dean Banks       |
| 9:20 - 9:30   | Financial overview              | Stuart Hooper    |
| 9:30 - 9:45   | Telecommunications              | Mark Ralston     |
| 9:45 - 10:00  | Transport                       | David McPadden   |
| 10:00 - 10:40 | Q&A                             |                  |
| 10:40 - 11:00 | Break                           |                  |
| 11:00 - 11:10 | People & Safety                 | Jodie Blake      |
| 11:10 - 11:25 | Infrastructure Services         | Tim Harwood      |
| 11:25 - 11:40 | Defence & Social Infrastructure | Derek Osborn     |
| 11:40 - 11:50 | Digital Services                | Karen O'Driscoll |
| 11:50 - 12:30 | Q&A                             |                  |
| 12:30 - 12:35 | Closing comments                | Dean Banks       |
| 12:35 - 2:00  | Lunch & showcase                |                  |

# Safety & health is our #1 promise

It is our licence to operate

“



Healthy  
Minds

I have learned through my experiences that mental health is not biased. It can affect the most confident and experienced person, all the way through to reserved and introverted personalities. The triggers can be minor in my view, but to the person dealing with the situation it seems insurmountable. Just listening to the person becomes very important.

- Edward Djundja, Ventia Contract Manager and Healthy Minds Champion

”

3.93

**TOTAL RECORDABLE INJURY  
FREQUENCY RATE (TRIFR)<sup>1</sup>**  
12 months rolling to 30 June 22

29%

**TRIFR REDUCTION**  
In the 12 months to 30 June 22



1. Total number of recordable injuries, divided by hours worked in millions



# Ventia overview

**Dean Banks**  
Group Chief  
Executive Officer





# A leading infrastructure services provider

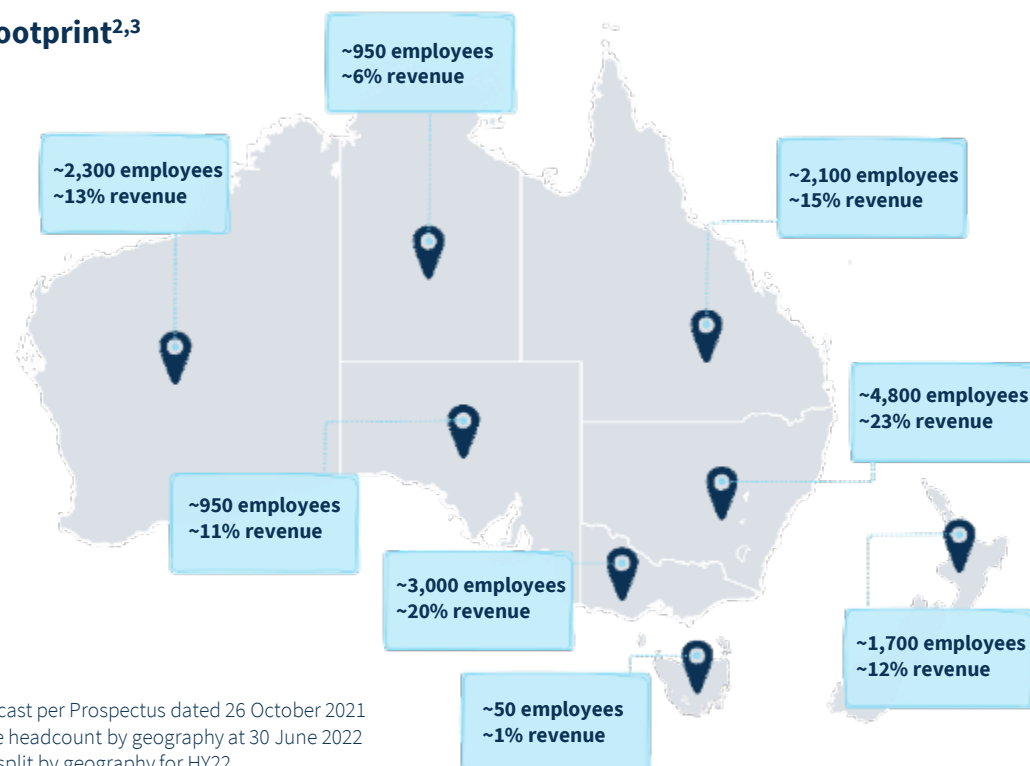
A trusted partner to our clients across Australia and New Zealand

**\$4.9b** TOTAL REVENUE  
FY22F<sup>1</sup>

**400+** PROJECT SITES ACROSS  
AUSTRALIA & NEW ZEALAND

**40%+** OF REVENUE FROM  
REGIONAL & RURAL AREAS

## Our footprint<sup>2,3</sup>



## Client relationships



**100+**  
clients



**10+**  
client relationships of  
more than 15 years



**7+ years**  
average maximum  
contract tenure<sup>4</sup>

1. FY22 forecast per Prospectus dated 26 October 2021

2. Employee headcount by geography at 30 June 2022

3. Revenue split by geography for HY22

4. Includes extension options



# A diverse portfolio

Expert capabilities leveraged across our four operating sectors



Sector

**Defence & Social  
Infrastructure**

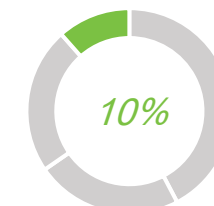
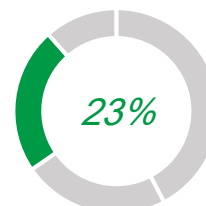
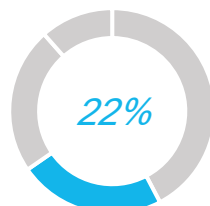
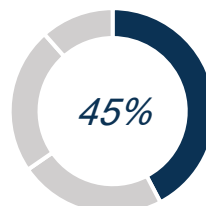
**Infrastructure  
Services**

**Telecommunications**

**Transport**



**HY22  
Revenue %<sup>1</sup>**



1. Pro forma services revenue, excludes other income

# Differentiating through our strategy

Our strategy is to Redefine Service Excellence





# Committed to sustainability

Creating a lasting and positive legacy for people and planet

## OUR ESG TARGETS

### ENVIRONMENT



- Committed to Science Based Targets initiative to set emission reduction and net zero targets
- 100% renewable electricity by 2030
- 100% EV and hybrid fleet by 2030

### SOCIAL



- Aligned to HESTA 40:40 Vision commitment
- 40% female participation in senior management and all employees
- Retain Reconciliation Australia's Elevate RAP status

### GOVERNANCE



- Compliance with the ASX Corporate Governance Principles and Recommendations
- All significant suppliers compliant with our Supplier Code of Conduct
- Maintain and improve systems and processes to prevent modern slavery within our diverse businesses and supply chains

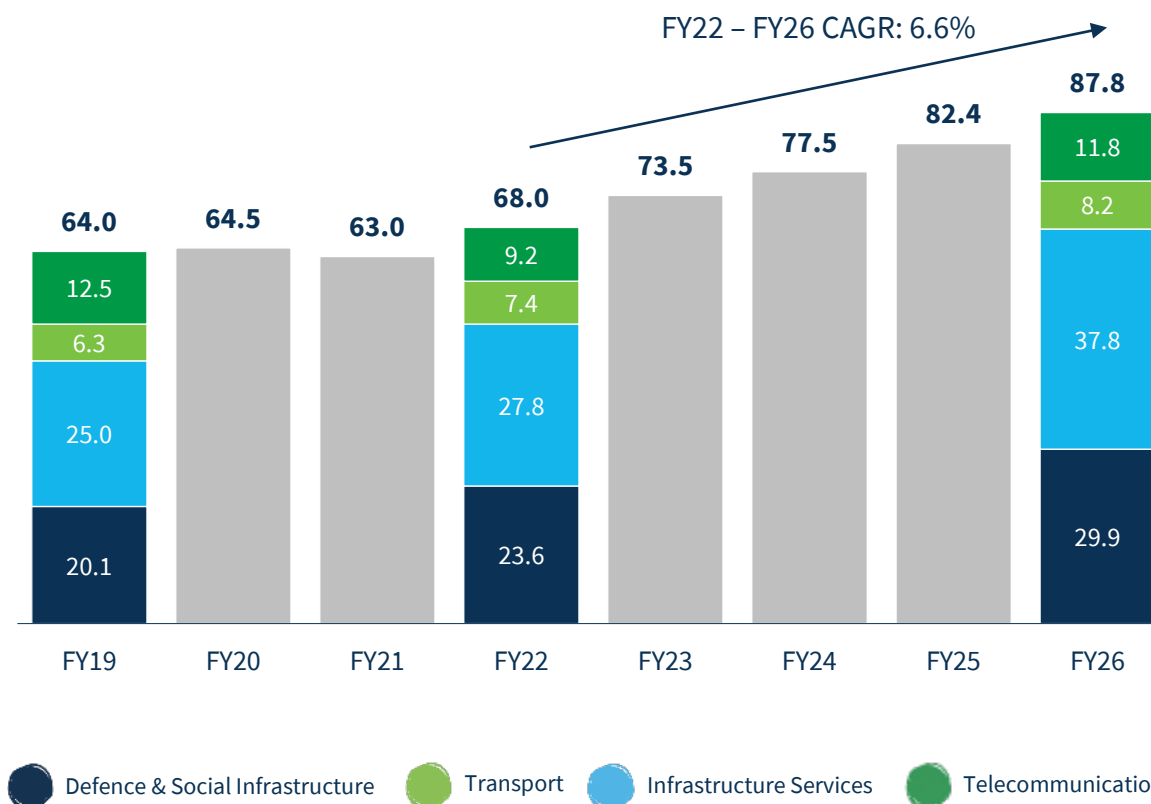


# An attractive market outlook

## Market growth supported by industry tailwinds

### Outsourced Maintenance Services addressable market size

Australia & New Zealand (AU\$bn)<sup>1</sup>



### Market drivers



Size and growth of the asset base



Population growth



Increasing outsourcing rates



Exposure to mega trends, including energy transition

1. BIS Oxford Economics (2022) Refers to the financial years ended 30 June. Numbers presented in current prices (nominal value).

# Key messages



A leading essential infrastructure services provider



Differentiated through our people who bring our strategy to Redefine Service Excellence to life



An attractive market outlook underpinned by our bid success



Focus on cash backed profits to yield sustainable dividend growth

# Financial overview

**Stuart Hooper**  
Chief Financial  
Officer

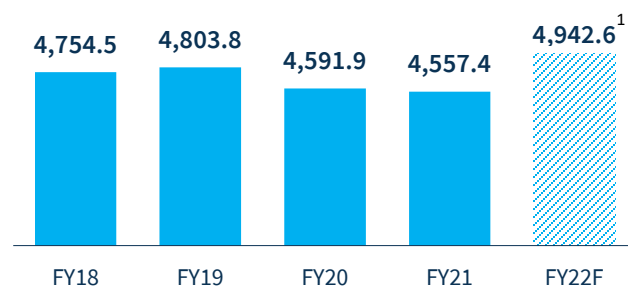




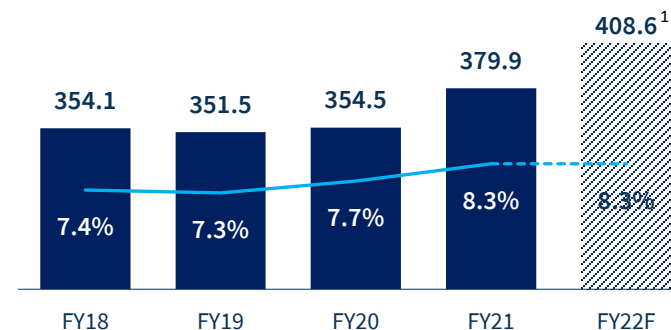
# Track record of financial performance

On target to deliver prospectus forecast

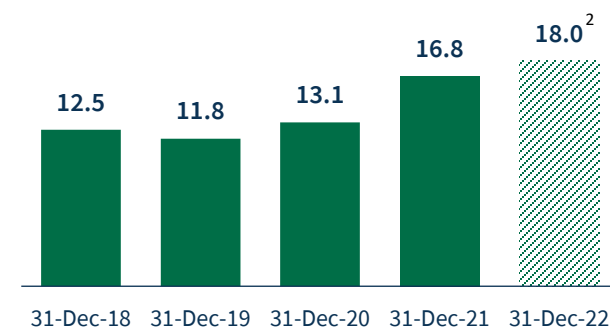
Pro forma Total Revenue (\$m)



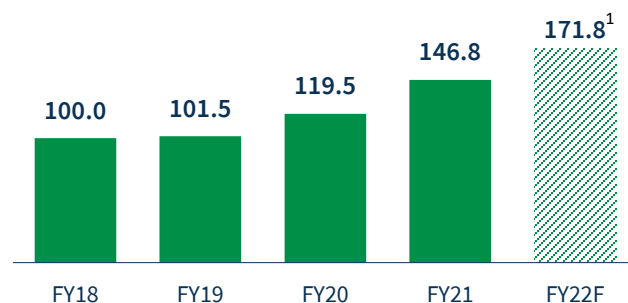
Pro forma EBITDA and Margin (\$m/%)



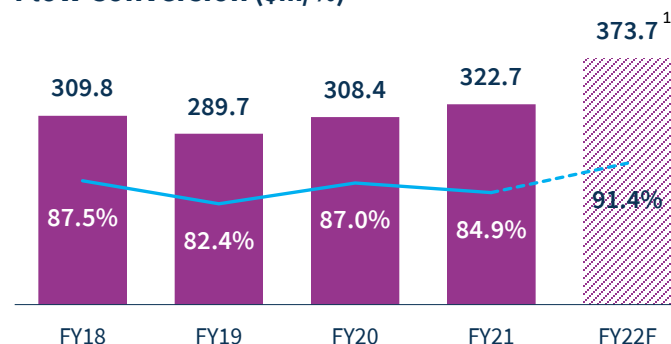
Work in hand (\$bn)



Pro forma NPATA (\$m)



Pro forma Operating Cash Flow and Cash Flow Conversion (\$m/%)

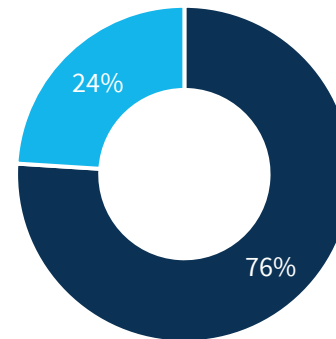


1. FY22 forecast per Prospectus dated 26 October 2021  
 2. FY22 target per HY22 results presentation

# A stable and resilient business

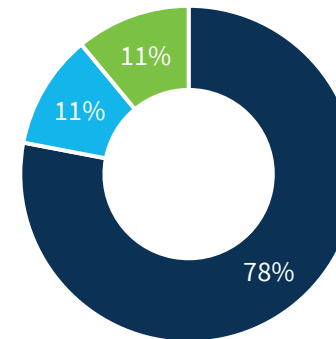
## Client and revenue profile provides protection

Revenue by client type<sup>1</sup>



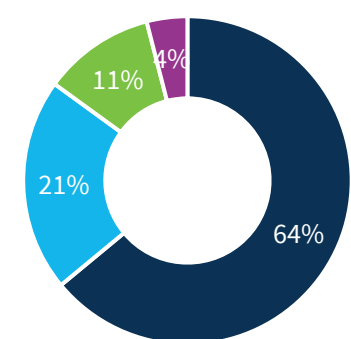
● Public  
● Private

Revenue by contract profile<sup>1</sup>



● Schedule of rates  
● Cost Reimbursable  
● Fixed cost

Revenue by escalation mechanism<sup>1</sup>



● Indexation  
● Annual Review  
● Cost Reimbursable  
● Short term or panel arrangement<sup>2</sup>

1. Revenue by client type, contract profile and escalation mechanism reflects HY22 pro forma total revenue

2. Panel arrangements relate to specific projects that are short term and individually priced, taking into account the prevailing market conditions at the time of the tender

# Capital light business model

Capex targeted to remain less than 1% of total revenue

| Capital Expenditure (\$m)      | Historical  |             |             |             | Forecast    |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|
| <i>Pro forma Basis</i>         | <i>FY18</i> | <i>FY19</i> | <i>FY20</i> | <i>FY21</i> | <i>FY22</i> |
| Maintenance                    | 21.2        | 15.6        | 15.1        | 27.0        | 33.6        |
| Growth                         | 21.3        | 45.0        | 14.9        | 9.3         | 7.4         |
| <b>Total capex</b>             | <b>42.5</b> | <b>60.6</b> | <b>30.0</b> | <b>36.3</b> | <b>41.0</b> |
|                                |             |             |             |             |             |
| Total Revenue                  | 4,754.5     | 4,803.8     | 4,591.9     | 4,557.4     | 4,942.6     |
|                                |             |             |             |             |             |
| <b>Capex as a % of revenue</b> | <b>0.9%</b> | <b>1.3%</b> | <b>0.7%</b> | <b>0.8%</b> | <b>0.8%</b> |

**Maintenance Capital Expenditure** relates to capital investments required to replenish or replace existing plant and equipment, software and licences.

**Growth Capital Expenditure** relates to capital investments made to deliver new contracts, support a material expansion of existing contracts and to reduce Ventia's cost base.





# Investment grade balance sheet

Expected natural deleveraging as EBITDA grows



Interest coverage headroom of more than 13x



Net debt / EBITDA metric at 1.5x

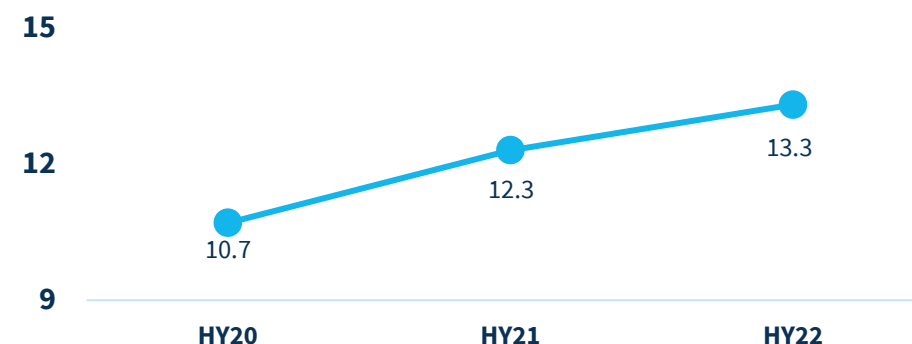


Significant liquidity with >\$600m in cash and undrawn debt facilities

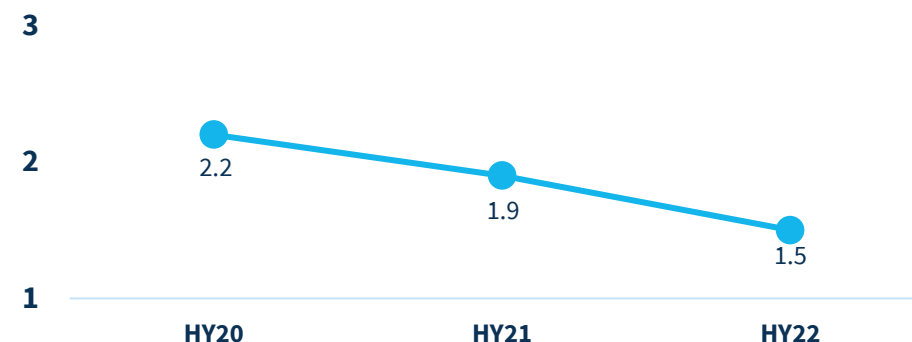


Interest cost risk mitigated, with 40% of interest hedged for three years

Pro forma Interest Cover Ratio, improved 1.0x since HY21



Pro forma Leverage Ratio<sup>1</sup>, improved 0.4x since HY21



1. Calculated as Net Debt / bank adjusted EBITDA



# Disciplined capital allocation

Focus on delivering cash backed profits and reliable and growing dividends

1

**Business investment to generate organic growth**

Targeted investment to support organic growth that meets our internal hurdles

2

**Annual dividends to shareholders**

Dividends aligned to growing earnings – 60-80% payout ratio of NPATA

3

**Fund bolt on acquisitions**

Acquire businesses that add capability, scale or provide access to new markets and have attractive returns

4

**Capital Management tool kit**

Consider the most accretive capital management tools for the management of excess cash, while maintaining a commitment to an investment grade rating



# Financial outlook



**Strong forecast  
market growth**

**6.6%**

Market CAGR



**Revenue targeted  
to grow faster  
than market**

**7-10%**

Average revenue  
growth



**Diligent focus on  
cash backed  
profits**

**80-95%**

Cash flow  
conversion



**High conversion of  
profits into  
dividends**

**60-80%**

NPATA  
payout ratio



**Growing  
shareholder  
dividends**

Annual distribution  
aligned with earnings  
growth

# Telecommunications

**Mark Ralston**  
Group Executive -  
Telecommunications



# Telecommunications

Fixed Networks

Wireless & Special  
Coverage Solutions

Operations &  
Services



**Revenue**  
**\$0.6b**

HY22 pro forma  
(58% FY22 forecast)



**EBITDA**  
**\$74.4m**

HY22 pro forma  
(56% FY22 forecast)



**Work in hand**  
**\$1.5b**

As at 30 June 2022



**Employees**  
**~2,000**

As at 30 June 2022

## Differentiators



**#1 Telecommunications  
infrastructure provider in  
Australia & New Zealand**



**Long term client  
relationships**



**Expert in-house design,  
build and maintain  
capabilities**



**National scale  
including regional  
and remote locations**



**Diverse service  
offering across Telco  
and ICT Networks**

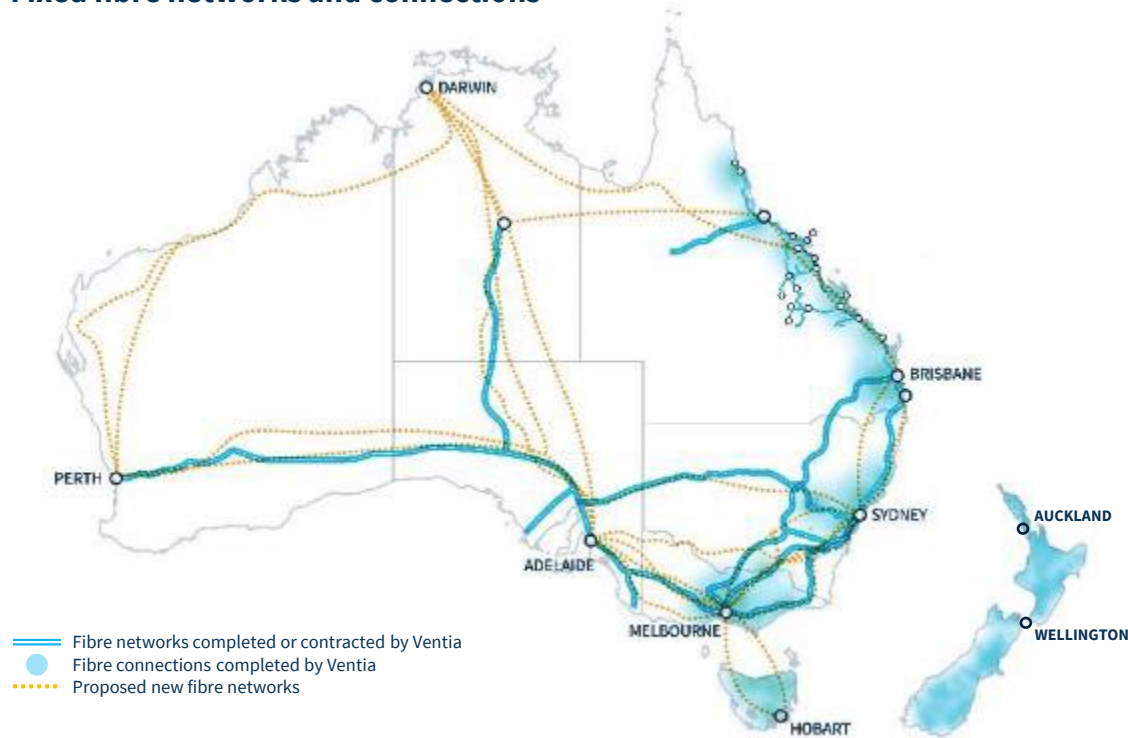


**24/7 monitoring and  
management of critical  
networks and assets**

# Fixed Networks

A leader in the design and build of major fibre networks

## Fixed fibre networks and connections



**~50,000km**  
of fibre designed, installed  
and commissioned

**~6 million**  
premises connected to  
fibre networks

**A new wave**  
of proposed fibre network  
builds

## Telstra Intercity capital fibre build

“ Ventia was selected for this contract due to their geographic scale, technical expertise and track record in managing nationwide program rollouts.

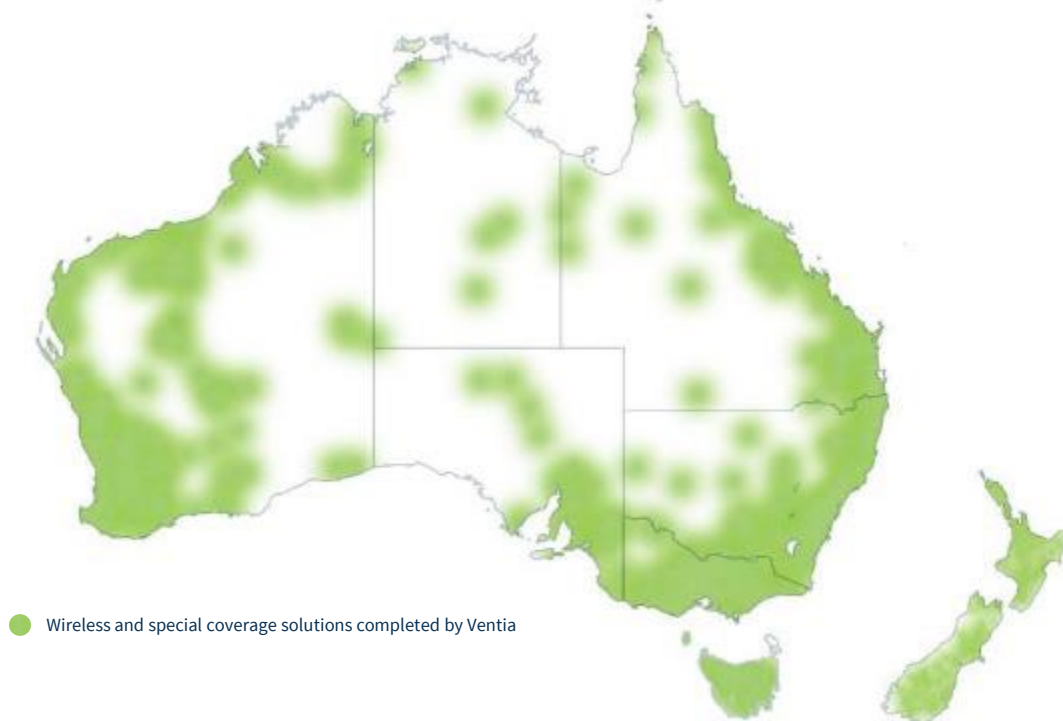
Their approach to delivery partnership, which focuses on operational excellence, will support Telstra in its ambition to deploy new fibre technology.

- Dean Jones, Design & Construction Executive, *Telstra InfraCo* ”

# Wireless & Special Coverage Solutions

Track record in major wireless projects and special coverage solutions

Completed wireless and special coverage projects



● Wireless and special coverage solutions completed by Ventia

**11,000+**  
greenfield carrier  
sites

**300+**  
satellite base stations  
currently being deployed

**800+**  
in-building coverage  
solutions completed

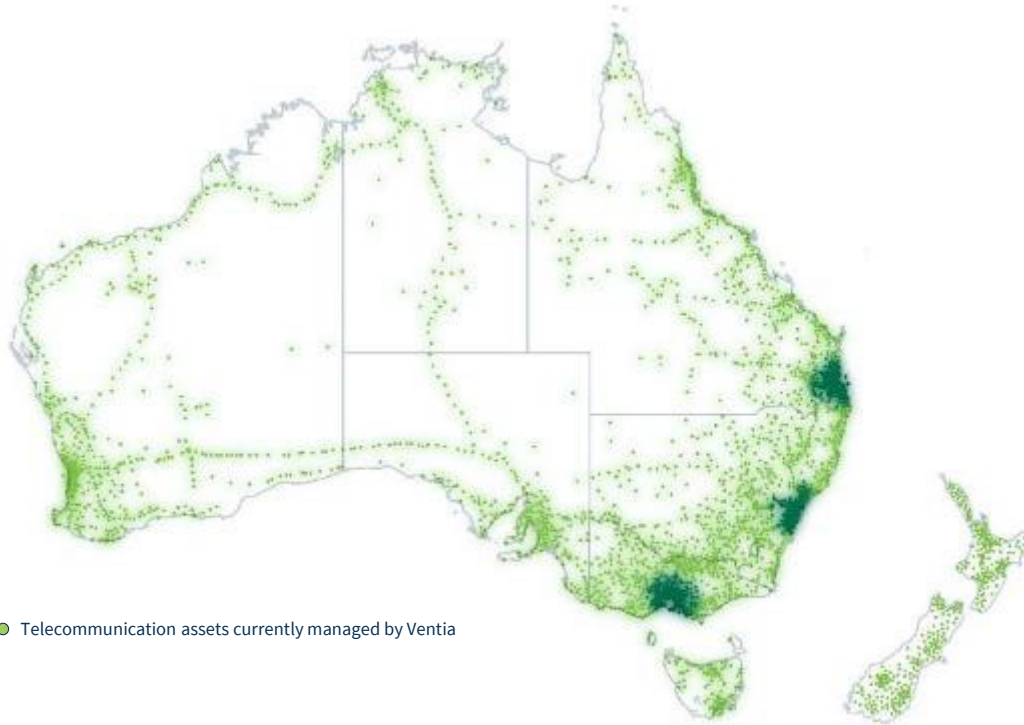


Supporting Sydney Football Stadium redevelopment

# Operations & Services

~1.5 million assets managed across Australia and New Zealand

## Telecommunication assets managed



● Telecommunication assets currently managed by Ventia

**36,000+**  
battery systems  
managed

**2,000+**  
commercial solar  
systems managed

**40,000+**  
telco facilities  
under management

**~1m**  
smart electricity  
meter upgrades



Vector smart electricity meter upgrades

# Sustainable

A commitment to people, the environment and the communities we work in

## ENVIRONMENT



We led the design and construction of the first inner-urban community battery in Australia, in partnership with the Yarra Energy Foundation.

## SOCIAL ENTERPRISES



Ventia partners with Australian Spatial Analytics (ASA) who are dedicated to training and employing young people with autism. We have supported the employment of ten ASA analysts.

## COMMUNITY ENGAGEMENT



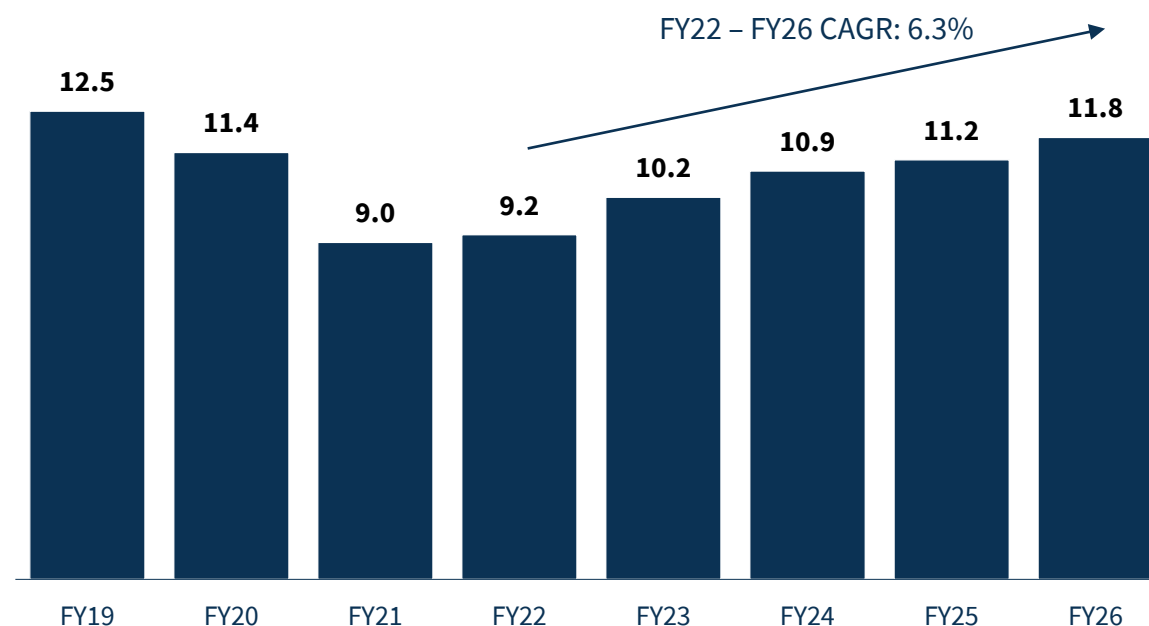
During flooding on Australia's east coast this year, technicians who were deployed to restore nbn services, then remained to support impacted communities with the clean-up.

# Market outlook

## Market tailwinds as data demands drive network investment

### Outsourced Telecommunications addressable market size

Australia & New Zealand (AU\$bn)<sup>1</sup>



Telecommunications

### Market drivers



Continued growth in data demand



Investment in national fibre builds



Further investment in wireless infrastructure



Private networks e.g. \$20bn Defence ICT investment in the next decade<sup>2</sup>



Network resilience and energy transition

1. BIS Oxford Economics (2022). Refers to the financial years ended 30 June. Numbers presented in current prices (nominal value)

2. 2020 Defence Strategic Update

# Our Strategy

To be the most client focused, innovative and sustainable telecommunications partner

## Fixed Networks

Leverage our track record and expert capabilities to deliver network augmentation and build projects for existing and new clients



## Wireless & Special Coverage Solutions

Support our clients in the delivery of wireless networks, including 5G deployment and special coverage solutions



## Operations & Services

Combine innovation with network and asset management experience to deliver efficiencies and improve end customer service levels for our clients



# Summary



#1 Telecommunication infrastructure services provider in ANZ



Long term client relationships



Expert, in-house capabilities across telecommunications network infrastructure



Market tailwinds as data demands drive network investment

# Transport

**David McPadden**  
Group Executive -  
Transport



# Transport

Roads

Motorways & Tunnels

Rail

Transport  
Technology



**Revenue**  
**\$0.3b**

HY22 pro forma  
(49% FY22 forecast)



**EBITDA**  
**\$19.0m**

HY22 pro forma  
(52% FY22 forecast)



**Work in hand**  
**\$4.8b**

As at 30 June 2022



**Employees**  
**~1,000**

As at 30 June 2022

## Essential services delivered



**Asset management**



**Intelligent  
transport systems**



**Tunnel &  
road network  
maintenance**



**Incident response  
& recovery**



**Minor capital  
works & lifecycle  
replacement**

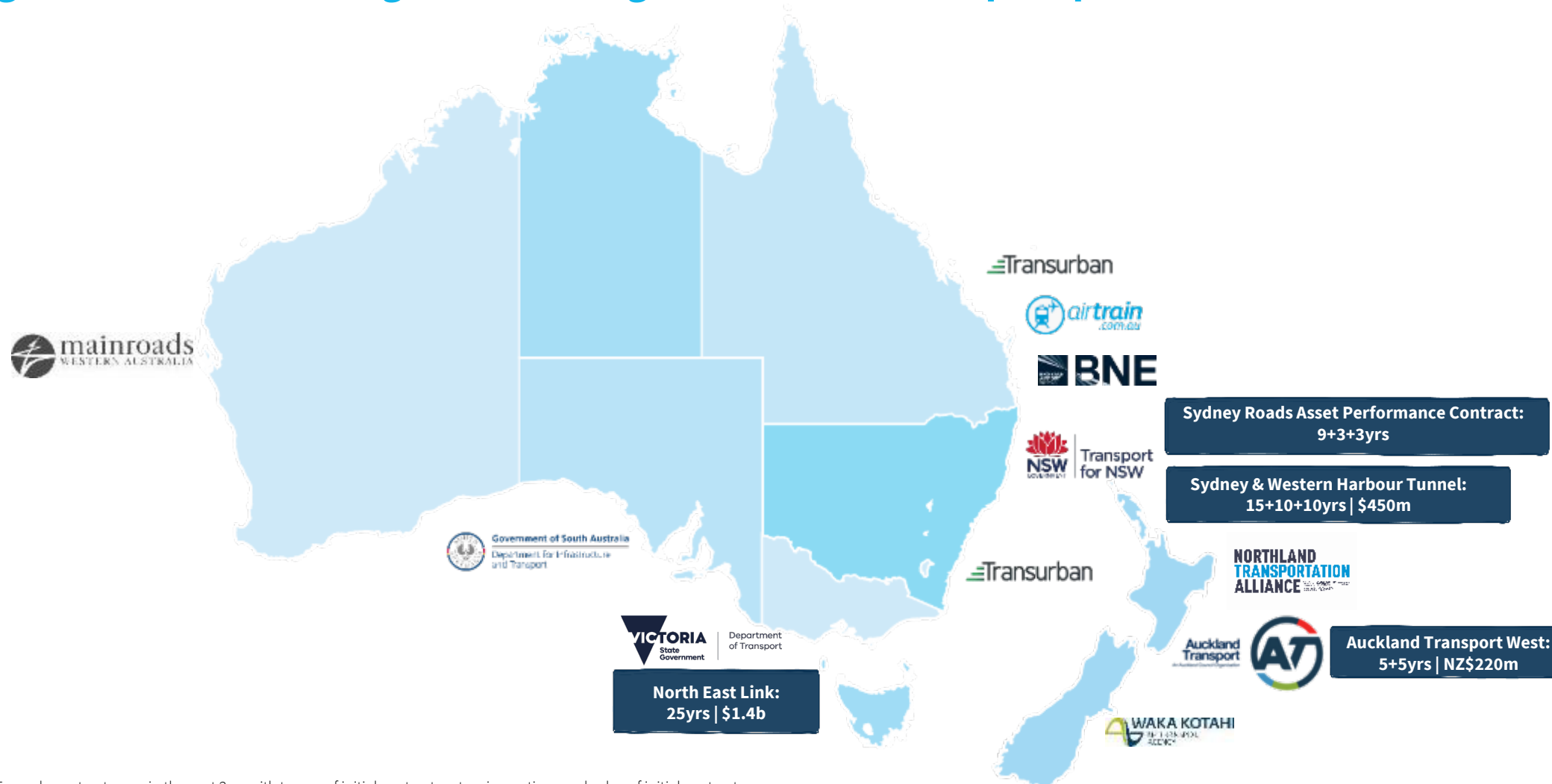


**Control room  
operations**



# Client focused

Long term contracts with government agencies and blue-chip corporates



Example contracts won in the past 2yrs with tenure of initial contract, extension options and value of initial contract.

# Building on our relationship with TfNSW

## Improving whole of life outcomes for the Sydney and Western Harbour Tunnels



TfNSW is delighted to have appointed Ventia as the Asset Manager for the Western Harbour Tunnel and Sydney Harbour Tunnel.

Ventia's proposed solution, capability and demonstrated commitment to safety, sustainability and social impact were assessed as delivering the best value to the community through this innovative new model.



- **Peter Murphy**, *Transport for New South Wales (TfNSW)*

### Highlights

**15yr**

Initial term with two ten-year extension options

**~\$450m**

Revenue in initial term

**+20yr**

Relationship with TfNSW



# Innovative

Our end-to-end transport technology capabilities support emerging client needs

## Examples



Project Aardvark autonomous recovery vehicle



First electric TMA in Australia



Long range acoustic device early warning detection systems

- Transport technology is an emerging market
- Clients seeking technology that builds asset capacity
- Ventia has end-to-end intelligent transport system capabilities



## ABA100 Business Innovation 2022 Winner The Australian Business Awards 2022

“We at Brisbane Motorway Services are very grateful to be recognised for the investment we have made into delivering innovative products to reduce manual handling, improve situational awareness and isolate operators in high-risk work zones. From autonomous recovery devices for broken-down vehicles to new road safety symbols, we are creating a visual canvas of safety initiatives.”

- Brett Simpson, Road Operations Manager, Ventia



# Sustainable

## Delivering sustainability outcomes for our clients and communities

- Achieved Infrastructure Sustainability Council (ISC) ratings
- Joint Sustainability Governance Group with Transurban
- Building asset resilience and capacity



### Examples



Western Roads Upgrade ISC rating



Sustainability leadership ISC  
Modern Slavery Coalition and ISC  
Resilience Coalition



CareerSeekers & CareerTrackers

“ Ventia is instrumental in supporting ConnectEast (EastLink) in maintaining its 5 star ESG rating from GRESB<sup>1</sup> for the 7th consecutive year and achieved an overall rating of 95%. As our valued partner, Ventia works closely with EastLink to support and enhance our environmental and sustainability credentials. ”

**- Charles Griplas, Chief Executive Officer and Managing Director,  
ConnectEast Group on the 2022 GRESB<sup>1</sup> results for FY21**

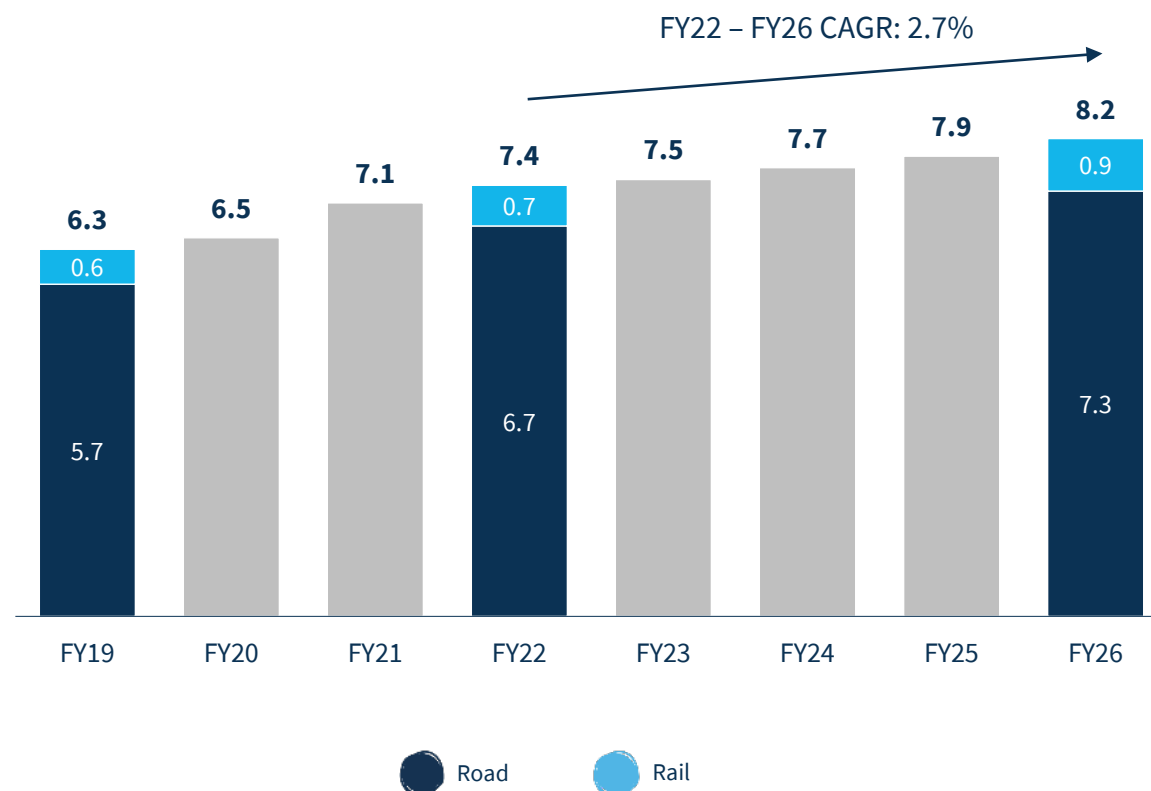
1. Global Real Estate Sustainability Benchmarking (Infrastructure Assessment)

# Market outlook

## Stable market growth aided by increasing size and age of transport infrastructure

### Outsourced Transport addressable market size

Australia & New Zealand (AU\$bn)<sup>1</sup>



### Market drivers



Strong government investment in transport infrastructure



Increasing outsourcing rates



Population growth and increasing intensity of road usage



Size and age of the transport asset base

1. BIS Oxford Economics (2022). Refers to the financial years ended 30 June. Numbers presented in current prices (nominal value).

# Summary



Low risk business model with long term contacts



Strong client relationships supported by recent bid success



Leverage existing footprint to access adjacent opportunities



Depth of capability and scale to meet client needs





# People & Safety

**Jodie Blake**  
Group Executive -  
People, Safety &  
Culture





# Safety and health is our #1 promise

It's our license to operate



Improving our safety performance

29% TRIFR<sup>1</sup> reduction in 12 months to 30 June 2022

30% HIPO<sup>2</sup> reduction HY22 compared to HY21



Building our capability

50+ Industry specific training courses offered in 2022

26,000+ SHEQ<sup>3</sup> training course completions in 2022



Leading the way in safety across industry

**WHAT'S UP?**



With the Hazard 2020 Campaign highlighting ongoing issues with scaffolding safety, I'm pleased to see Ventia's proactive efforts in understanding the issues relating to scaffolding and their leadership in taking immediate action.



- David Denny, Federal Safety Commissioner

1. Total Recordable Injury Frequency Rate

2. High Potential Incidents

3. Safety, Health, Environment & Quality

# Our people are at the heart of our success

Flexibility, expertise and diversity in our workforce



1. Based on a Ventia employee survey. As a percentage of our Australian workforce.

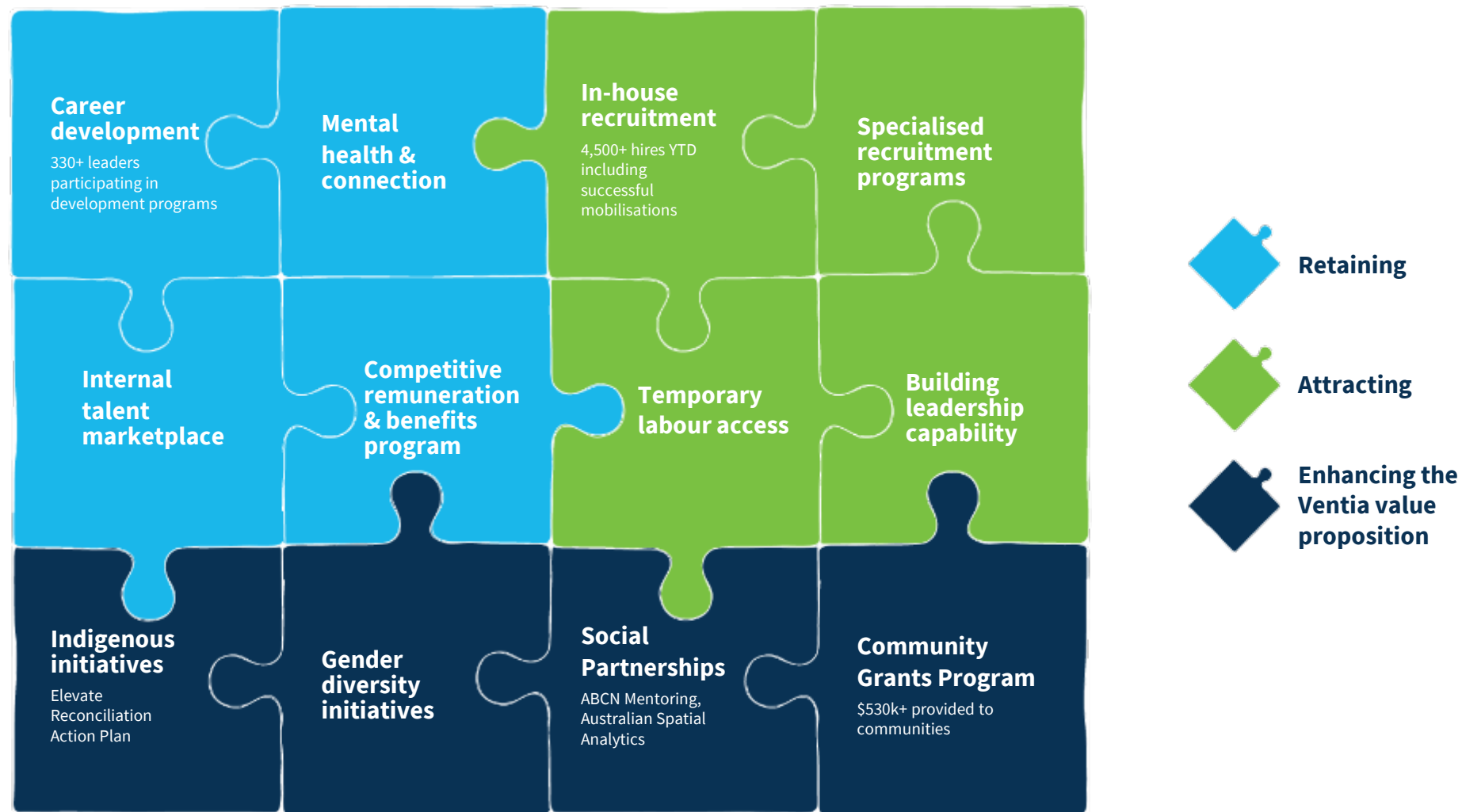
2. Based on a Ventia employee survey. As a percentage of our New Zealand workforce.

3. TRECCA is Ventia's in-house team responsible for recruitment, mentoring and pastoral care of Indigenous employees



# Retain and attract the best and brightest

Enhancing the Ventia value proposition through a range of initiatives



# Managing employment relations

Visibility and proactive management support our employment relations outcomes



## Visibility of employment arrangements

- 50% of employees covered by Enterprise Agreements (EAs) and Collective EAs
- 118 EAs and Collective EAs, with 30 accounting for more than 80% of our covered workforce



## Proactive workforce and union engagement

- 13 EAs successfully negotiated in HY22
- 45% of workforce covered by EAs are locked in for 2023



## Managing cost escalation

- Embedded contract price escalation mechanisms
- Average EA wage increase of 3% p.a. and tenure of 3 years in HY22<sup>1</sup>

1. For enterprise agreement negotiated in HY22

# Summary



Safety and health is our #1 promise



Flexibility, expertise and diversity in our workforce



We retain and attract the best and brightest



Visibility and proactive management support our employment relations outcomes



A large, complex metal lattice tower for a high-voltage power line, with multiple insulators and cables. Two workers in safety gear are visible on a platform attached to the tower. The background shows a valley with green hills, a river, and some trees under a cloudy sky.

# Infrastructure Services

**Tim Harwood**  
Group Executive –  
Infrastructure Services



# Infrastructure Services

Water

Electricity &  
Gas

Industrial  
Services

Rig & Well  
Services

Environmental  
Services



**Revenue**  
**\$0.6b**

HY22 pro forma  
(41% FY22 forecast)



**EBITDA**  
**\$53.7m**

HY22 pro forma  
(40% FY22 forecast)



**Work in hand**  
**\$4.7b**

As at 30 June 2022



**Employees**  
**~4,000**

As at 30 June 2022

## Essential services delivered



24/7 support for  
**11,000kms**  
of transmission line  
for Transpower



Preventive and emergency  
maintenance for water  
utilities serving  
**~10 million** residents



Completed **50%**  
of complex environmental  
remediation projects in  
Australia over the past 10  
years



Drilled more than  
**507 million metres**  
of wells since 2010



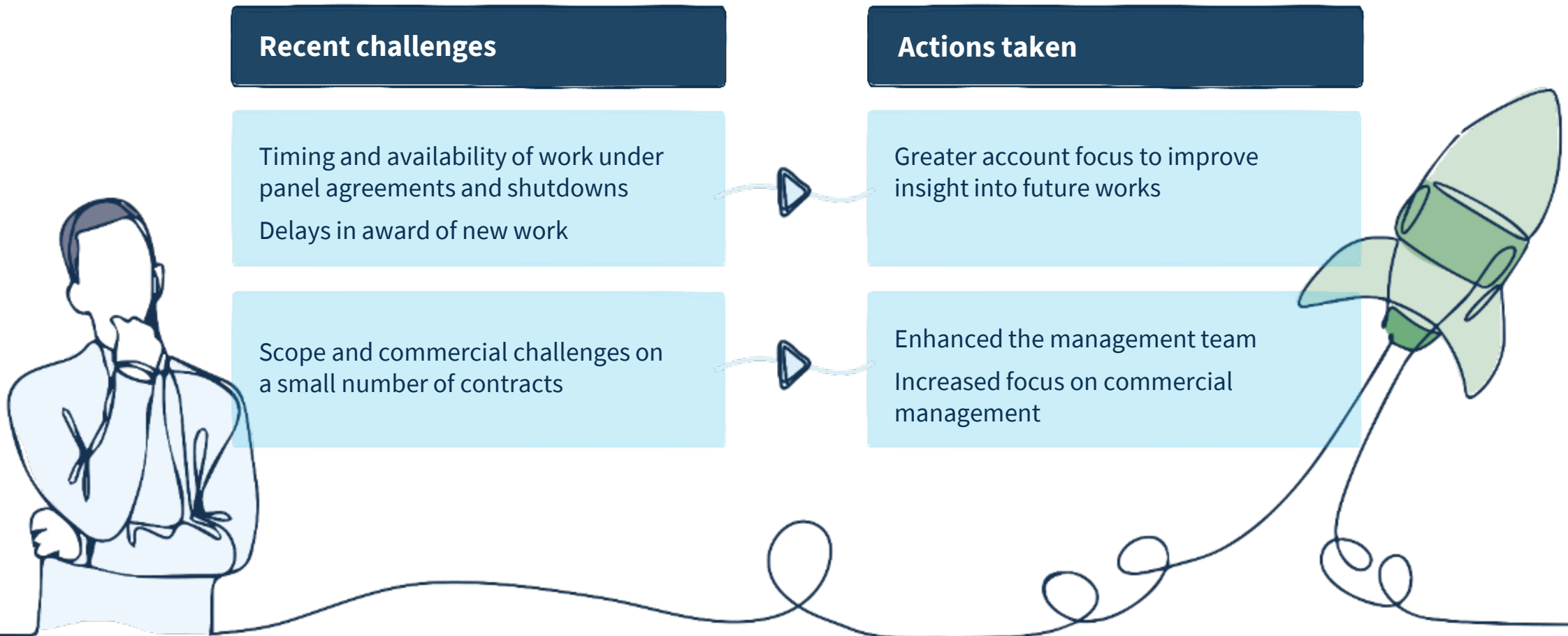
Provide maintenance for  
**24.5 million tonnes**  
of LNG production per year



Delivered **26,000**  
brownfield engineering  
design and consulting  
projects

# Business performance update

## Actions in place to strengthen the Infrastructure Services portfolio





# Solid foundation to build from

Future underpinned by long term client relationships and track record of renewals

WIH representing

**3.9x**

2021 revenue

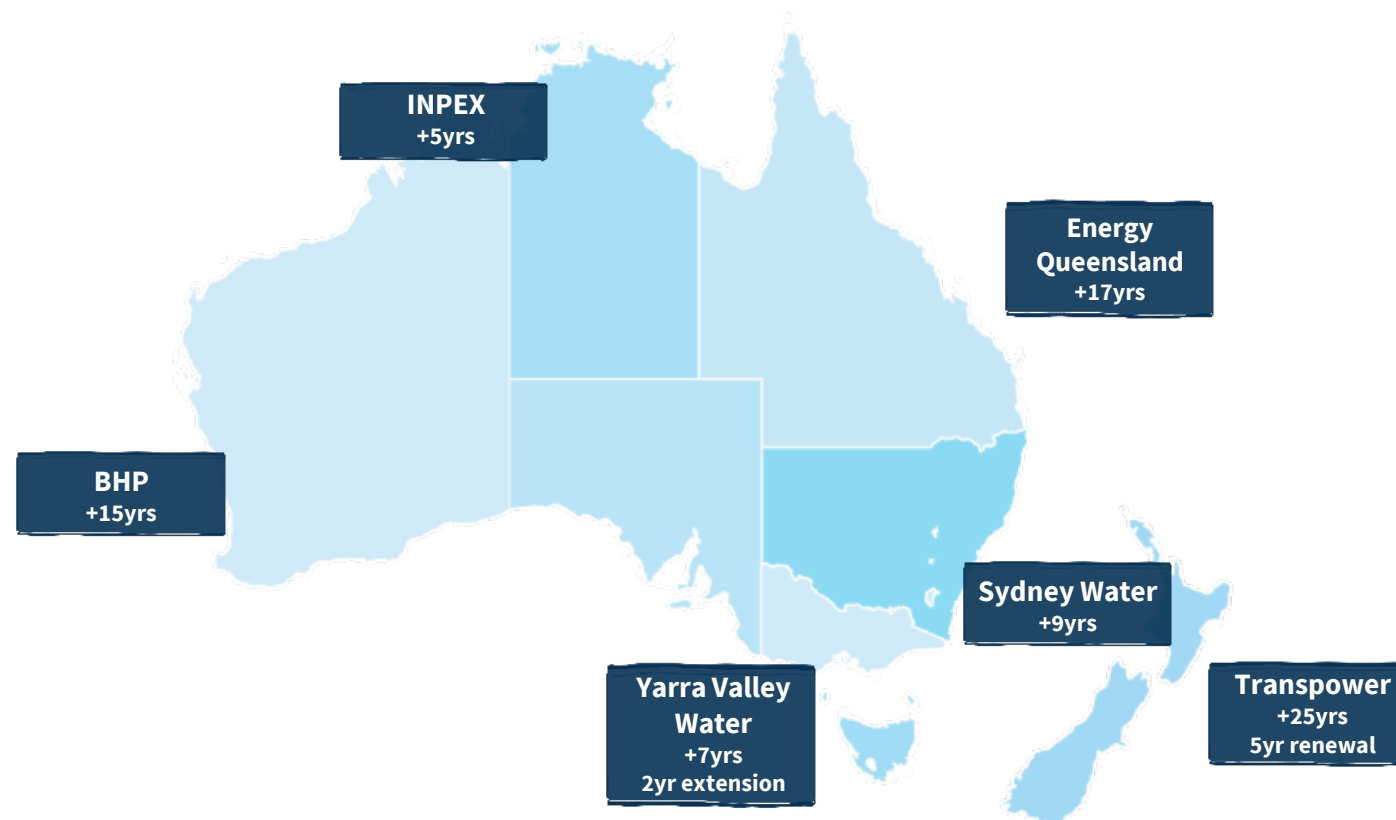
**>90%**

renewal rate

**New clients**

secured in past 2 years

## Examples of long term client relationships



# Long term partnership with Transpower

## Delivering services to New Zealand's national electricity grid

- +25 year relationship with Transpower in New Zealand
- Delivering maintenance and specialist services
- Client focused approach and geographic scale supporting renewal for a further 5 years in 2022
- Cross sell of telecommunications services

### Secured four Transpower STAR Awards



**Safety Innovation  
Award**



**Future of Safety  
Award**



**Frontline Leadership  
Award**



**Team Safety  
Award**



“

The Ventia team have supported Transpower ... providing highly skilled specialist electrical and telecommunication services. Throughout this time, they have worked with us to develop innovative solutions and technologies to support working safely and sustainably in challenging conditions.

- Mark Ryall, General Manager Grid Delivery, *Transpower*

# Developing talent with INPEX

## Supporting local and Indigenous employment

- Significant growth in scope and scale of work throughout our 5 year relationship with INPEX
- Provide technical trades support for campaign maintenance, turnaround and brownfield project activity
- 50 Indigenous employees (13% of onshore total), including 4 supervisor / co-ordinator roles
- A leading employer of apprentices in the NT (28), including 9 Indigenous apprentices at INPEX

“INPEX and Ventia (TRACE) are very proud to be supporting local apprentices... Everyone from the contracting partners to our apprentices have agreed this is a win-win situation – it is creating additional capacity for local businesses and our apprentices are learning life skills.

- Mark Wilson, Onshore Implementation Manager, INPEX”



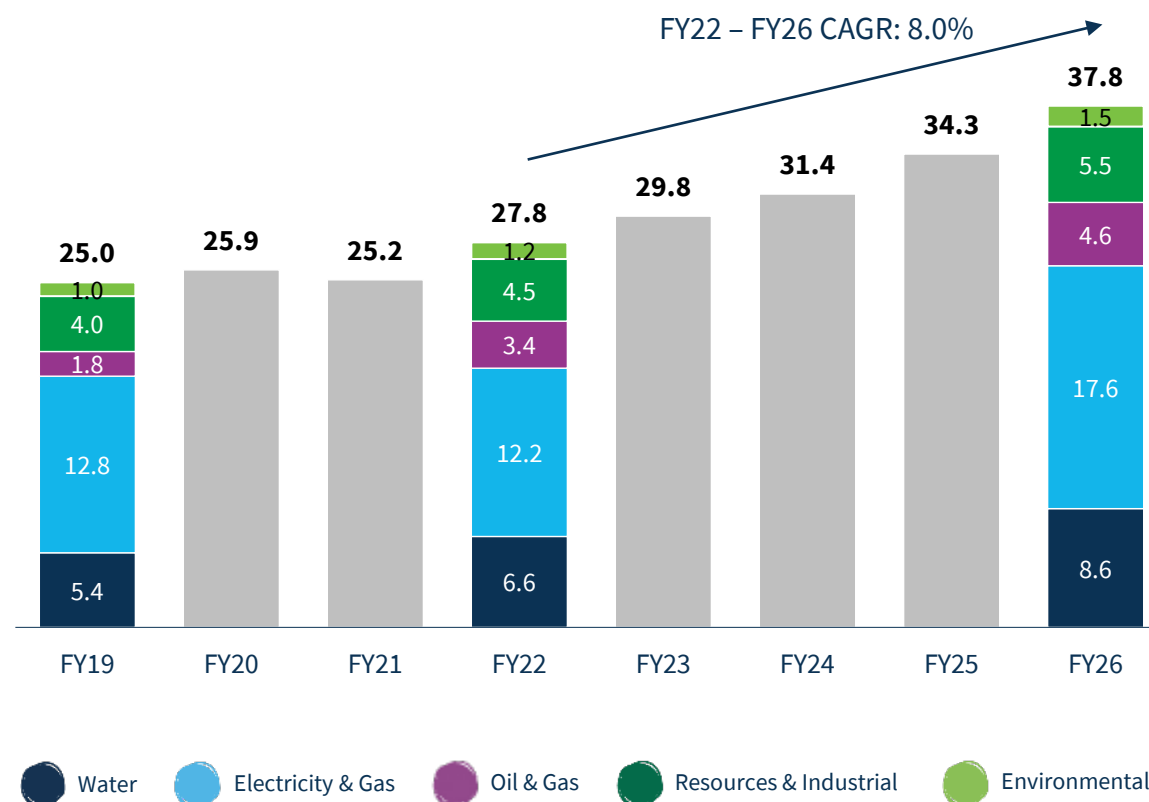


# Market outlook

After remaining flat FY19-21, market growth accelerating due to increasing electricity investment

## Outsourced Infrastructure Services addressable market size

Australia & New Zealand (AU\$bn)<sup>1</sup>



## Market drivers



Enhancement of the regulated electricity asset base



Development and integration of new energy generation



Ageing water infrastructure



Transitioning industrial infrastructure including remediation of legacy sites

1. BIS Oxford Economics (2022). Refers to the financial years ended 30 June. Numbers presented in current prices (nominal value).



# Innovation at Ranger Mine

## Supporting the industrial transition with innovative solutions

- Supporting Energy Resources of Australia with the rehabilitation of the Ranger Mine site
- Installing more than 40,000 wick drains to accelerate the rehabilitation process utilising a novel modular barge design
- Awarded a contract to drill directional wells to help manage the salt content of the water

“

Throughout closure, we will transfer approximately 90 million tonnes of waste rock material back into our remaining mined-out Pit 3 and plant more than one million native trees and grasses.

- Sharon Paulka, Manager Closure, *Energy Resources of Australia*

”

# Summary



Diverse range of services provided to resources, industrial and utilities clients



Actions in place to strengthen the Infrastructure Services portfolio



A solid foundation underpinned by client relationships and track record of renewals



Partnering with clients in their energy and industrial transition to support growth

# Defence & Social Infrastructure

**Derek Osborn**

Group Executive –  
Defence & Social  
Infrastructure



# Defence & Social Infrastructure

Defence

Social  
Infrastructure

Local  
Government

Property

Critical  
Infrastructure



Revenue

**\$1.1b**

HY22 pro forma  
(54% FY22 forecast)



EBITDA

**\$75.1m**

HY22 pro forma  
(55% FY22 forecast)



Work in hand

**\$6.3b**

As at 30 June 2022

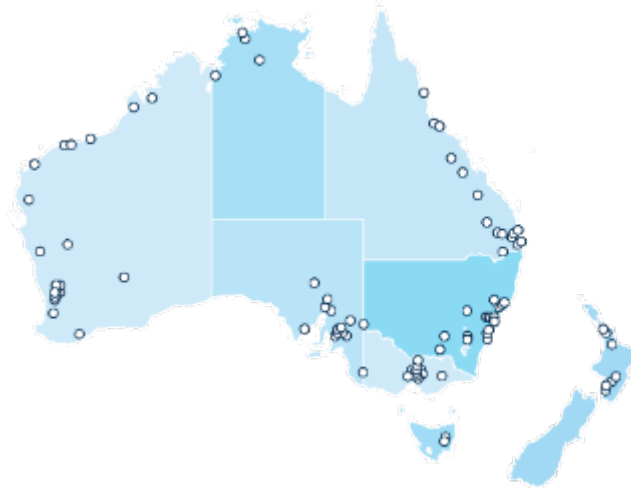


Employees

**~8,000**

As at 30 June 2022

Prime services integrator for large and complex asset and infrastructure portfolios



**~200**

sites across  
Australia &  
New Zealand

**~50%**

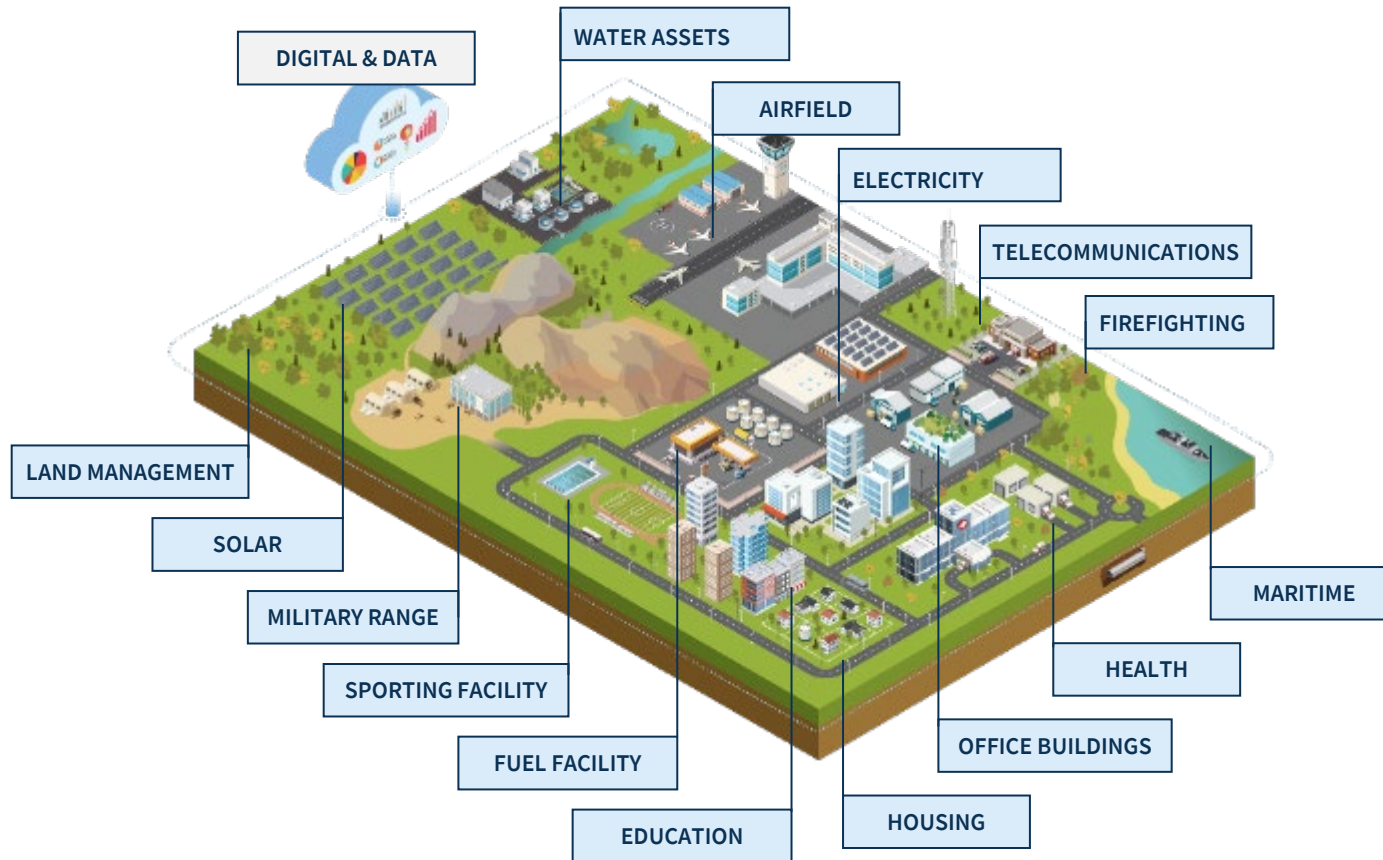
of employees  
in regional  
& rural areas

- Top 5 Prime contractor to Australian Defence Force
- Manage 60,000+ social housing units in NSW
- Support 39 Commonwealth Government agencies across 650 properties
- Largest private firefighting unit in Australia
- Support 4,600+ SA Government locations
- Leading Government, health & education facilities manager

# Delivering essential services for critical assets

Managing end-to-end programs, at scale, across the asset and operations lifecycle

## Critical assets we manage



## Essential services delivered

Asset management

Facilities management

Operational services

Program and project services

Property services

Energy security and sustainability

# Client focused

Focus on social licence drives alignment with clients and supports bid success

- Social licence is a differentiator
- Long term client base → knowledge, trust and insights
- Continued bid success and client satisfaction



## Examples



TRECCA team supporting at the Santos Aboriginal Power Cup 2022



Australian HR Institute Awards 2021 & 2022, Disability Employment Award finalist

“

It is an absolute pleasure to work with Ventia on the Aspire Schools project... Ventia's client focus is clear in the way they collaborate with us, with our school communities and with our communities to deliver great results.

”

**- Andrew Jones, Investment Director, AMP Capital**

# Innovative

## Track record of delivering innovation in service delivery to improve client outcomes

- Single enterprise-wide technology platform
- Track record of delivering innovation
- Integrated capabilities



### Examples



Defence Innovation Award Winners



Austin Health IoT monitoring driving increased asset availability

“ Ventia are problem solvers and drive a culture of continuous improvement. As an organisation, Ventia believes that innovation isn't the responsibility of a single sector or unit, but ensures that every employee has opportunities to contribute game-changing ideas that can lead to innovative solutions. ”

**- Allison Norris, Director General Estate Services Delivery, Department of Defence**

# Sustainable

Large scale energy and environmental programs, delivered by our talented workforce

- Energy security and emissions reduction
- Environmental, sustainability and waste focus
- Award winning, talented and diverse workforce



## Examples



Asset Management Sustainability Award  
for our LED energy solutions



Waste to Biofuel uniform recycling

“ The collaboration with Ventia saw us deliver an innovative solution for textile destruction that will ultimately help us create a healthier planet. ”

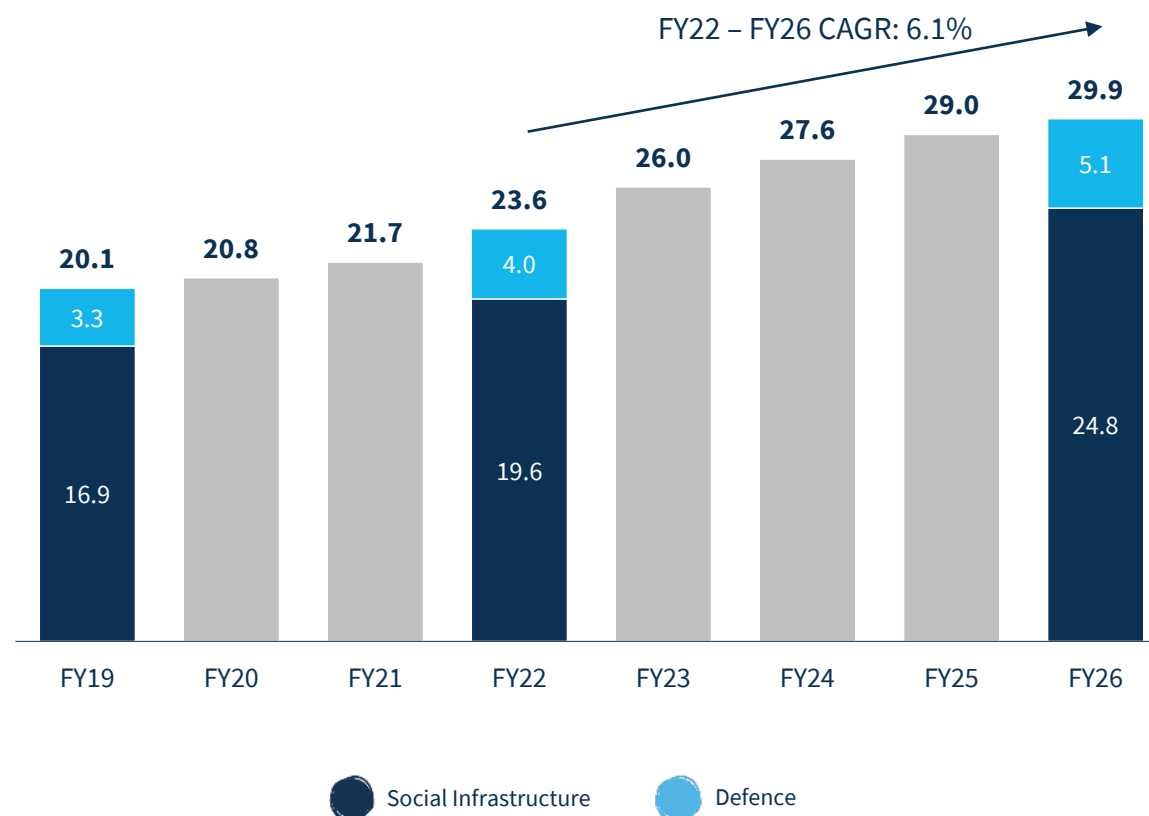
- Dale Manley, National Contracts Manager, Veolia

# Market outlook

## Market growth driven by investment in defence, social infrastructure and the energy transition

### Outsourced Defence & Social Infrastructure addressable market size

Australia & New Zealand (AU\$bn)<sup>1</sup>



### Market drivers

- Geopolitics driving defence investment
- Population growth and demographics
- Social infrastructure investment post pandemic
- Ageing infrastructure base
- Energy transition
- Increasing outsourcing rates
- Natural disaster and humanitarian response
- Growing technology expectations

1. BIS Oxford Economics (2022). Refers to the financial years ended 30 June. Numbers presented in current prices (nominal value).

# Summary



Prime services integrator to large and complex asset and infrastructure portfolios



Delivering end-to-end programs, at scale, across the asset and operations lifecycle



We differentiate through our strategy to Redefine Service Excellence



Market growth driven by investment in defence, social infrastructure and the energy transition

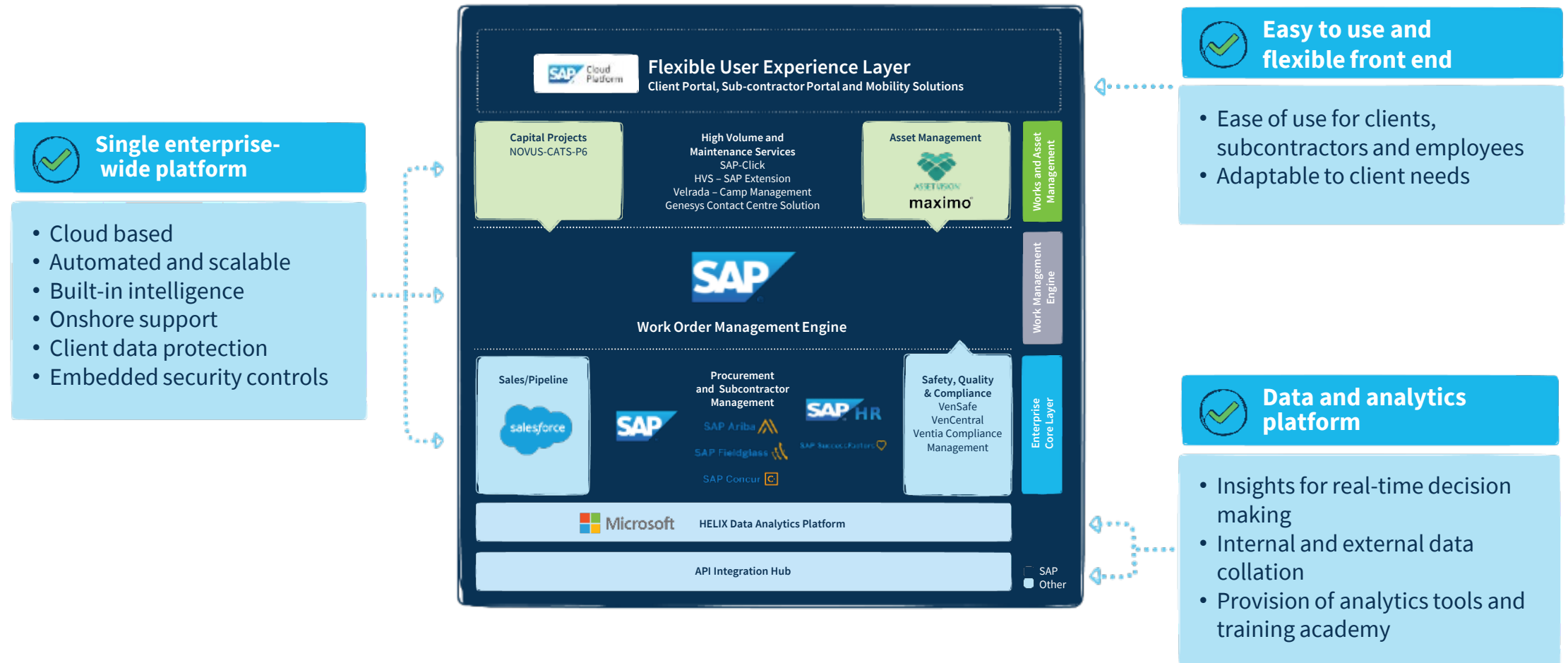
# Digital Services

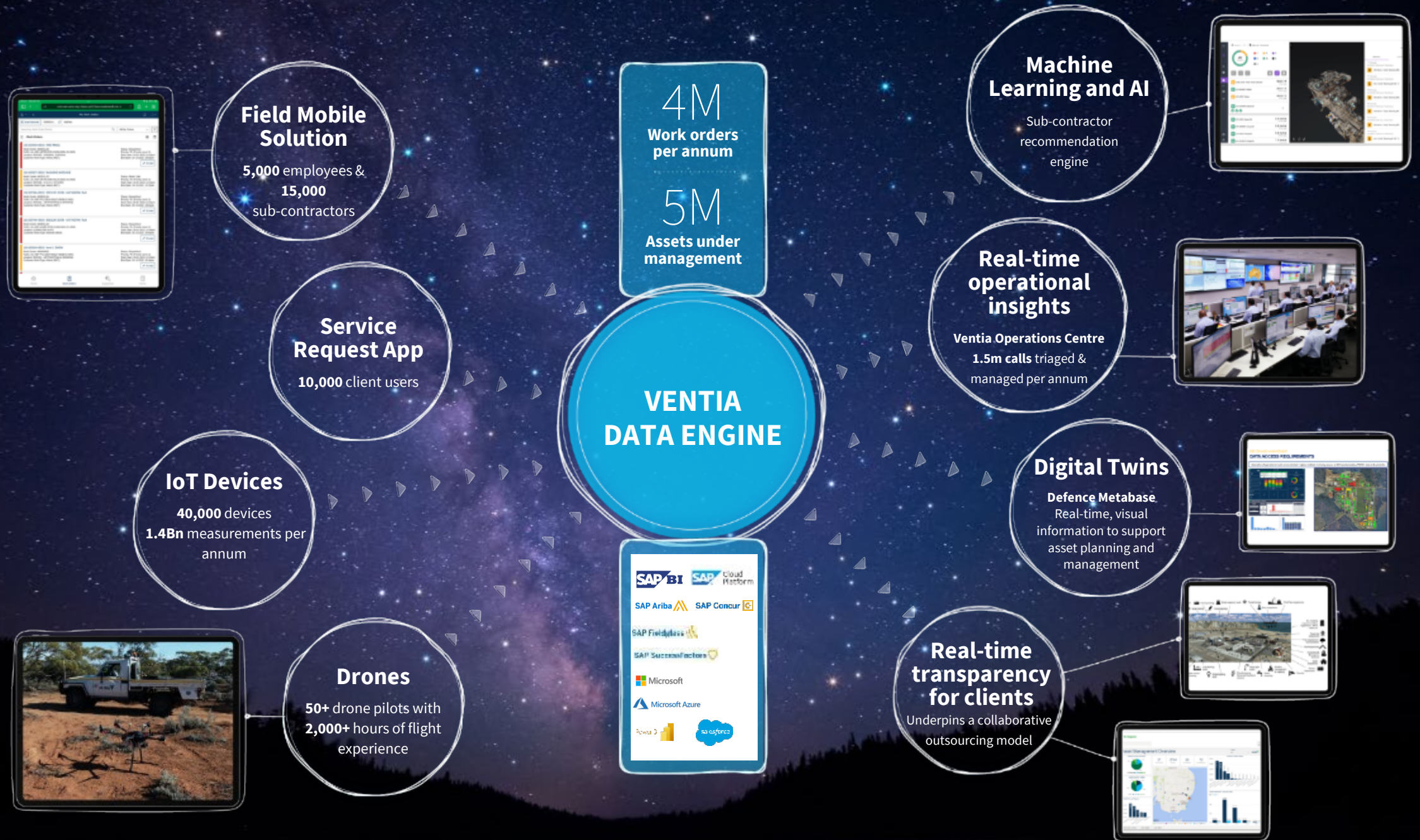
**Karen O'Driscoll**  
Group Executive –  
Digital Services



# Single enterprise-wide platform

We differentiate through our cloud based, scalable and robust platform





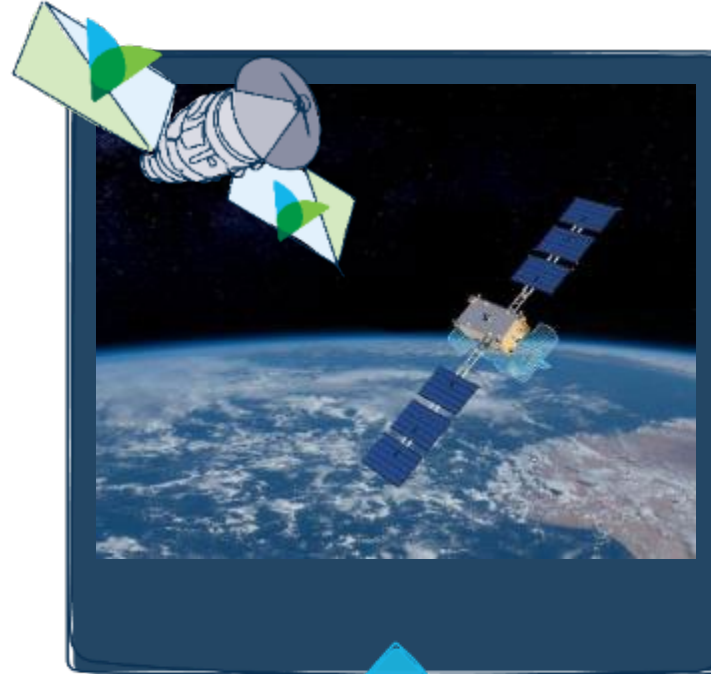
# Partnering to accelerate innovation

Finding smarter ways and continuing to evolve



## The Ventia-verse

Simplifying and personalising the way we work



## Satellite inspections

To reduce latency of inspections



Artwork by: Monique Rennie, Outreach and Engagement Coordinator

## Acknowledgement of Country app solution

Supporting our commitment to Indigenous inclusion



# Summary



Scalable enterprise-wide platform enables growth



Flexible front end provides customer focus



Data and analytics platform drives performance



Partnering to accelerate innovation



**Ventia**  
**For when it's essential.**