



RETAIL INVESTOR PRESENTATION

JULY 2022

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MANAGEMENT TEAM



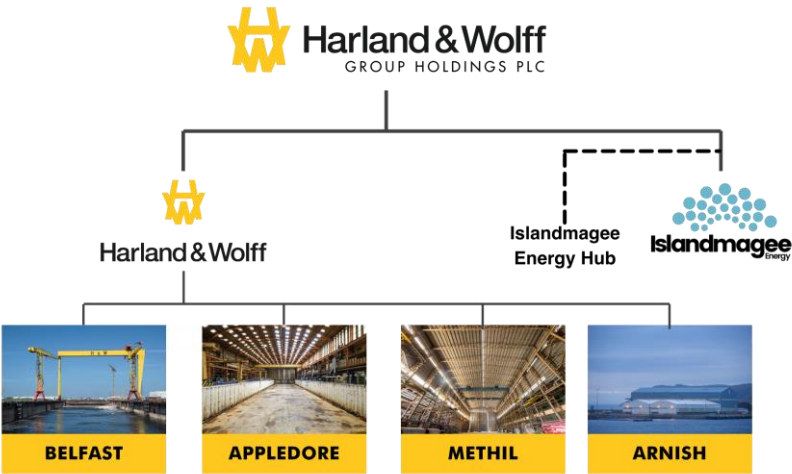
JOHN WOOD - CHIEF EXECUTIVE OFFICER

John has spent his career managing the design and construction of large energy infrastructure projects; most recently storage and infrastructure developments in Australia. John led the successful turnaround of BAE shipyards in Australia, based on multiple contracts covering all marine sectors.



ARUN RAMAN – CHIEF FINANCE OFFICER

A Chartered Accountant, Arun brings valuable experience to the board from Star Energy where he negotiated the commercial gas storage agreements for the Humbly Grove Underground Gas Storage Project. Arun also worked at Vitol Services Ltd. in London where he was actively trading carbon emissions and other commodities.



January 2019

CORPORATE PRESENTATION



Co-financed by the European Union
Connecting Europe Facility

Potential Future Structure

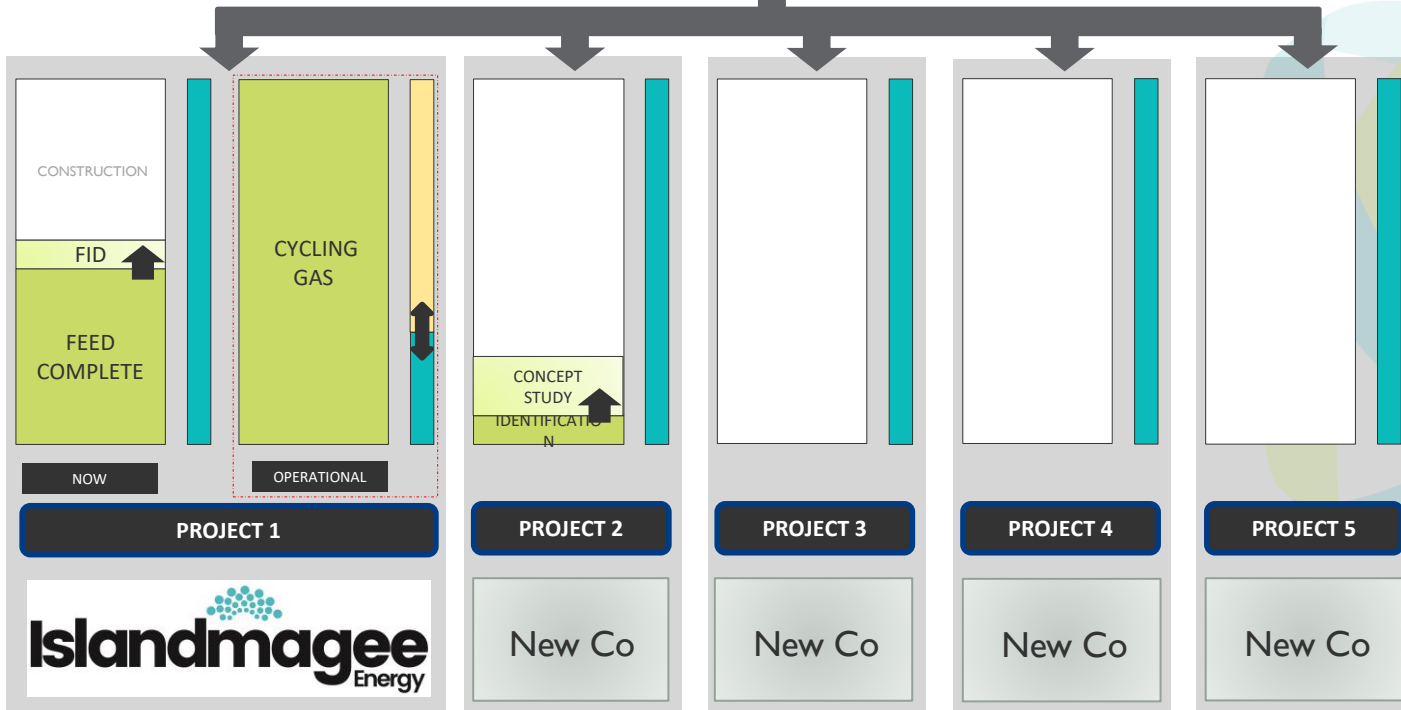
InfraStrata

Leaders in energy infrastructure



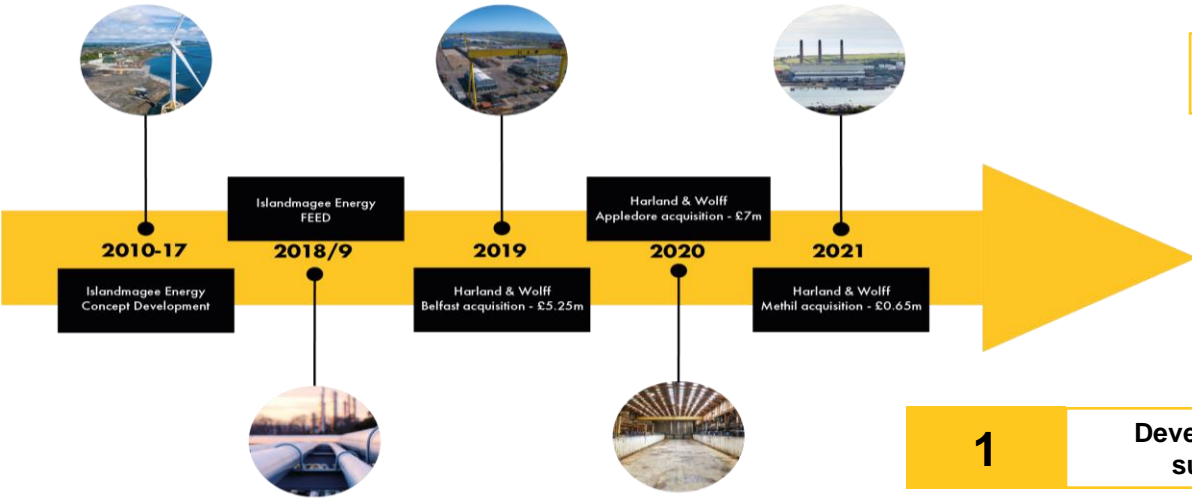
INFRASTRATA EQUITY

EQUITY PARTNER



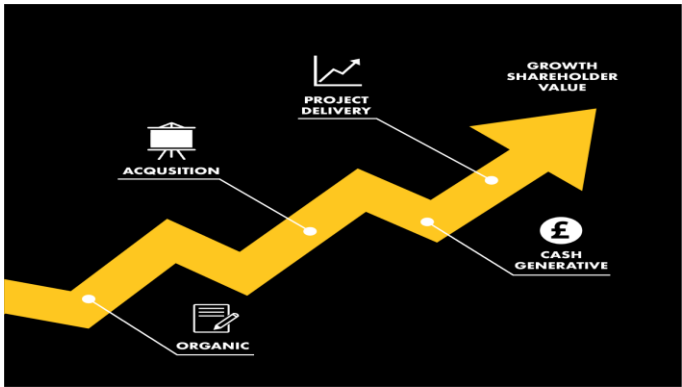
- Established that it is not sustainable to survive on one project .
- The project has substantial engineering work still to undertake, previous team have not completed work to the standard required by RA.
- Many challenges exist for the project in relation to regulatory approval.
- Underlying business case for the project not without challenges.
- It will take at least five years to deliver on the strategy.

OUR JOURNEY SO FAR



Group target to achieve:

- £250m turnover within 5 Years
- C£500m Capacity @80% Utilisation
- No reason why £500m can't be achieved by 2028



- | | | |
|---|--|---|
| 1 | Develop strategy to ensure company survival away from one project | ✓ |
| 2 | Acquire strategic assets & Set them to work | ✓ |
| 3 | Build non-contract pipeline & secure contract revenue | ✓ |
| 4 | Raise a balanced profile of debt and equity to ensure future development | ✓ |

COMPANY OVERVIEW

- Harland & Wolff Group Holdings plc is a London-listed (AIM:HARL) infrastructure operator engaged in the development and operation of strategic maritime assets across the United Kingdom
- Primary activities include the operation of UK based shipyards under the Harland & Wolff brand: ship repair, ship conversion, internal projects, offshore, fabrication (vessels and blocks) and recycling, across defence, cruise & ferry, energy, commercial shipping and the renewables sectors
- Post a recent major corporate restructuring including the acquisition of our current asset base, Harland & Wolff is positioned to become one of the leading operators of strategic shipyards in Europe

COMPETITIVE LANDSCAPE

- The demand for UK based shipbuilding and offshore wind component fabrication is ever more prevalent in a post Brexit environment.
- UK Ministers have announced a new £1.68bn deal to build Royal Navy supply ships in the UK, with Harland & Wolff uniquely positioned given the size, scale and geographical presence of operations given the other shipbuilding projects that are ongoing in the other UK Yards T26 (+batch 2) T31 (+batch2)
- Establishment of a new national shipbuilding office that will be announced after the next spending review later in October with a large number of sovereign vessels to be procured.
- 30 Year pipeline of sovereign shipbuilding opportunities has been produced by the new National Shipbuilding office as part of the new National Ship Building Strategy.

FACILITIES

BELFAST



APPLEDORE



METHIL



ARNISH



**C52% of the UK's Marine
Fabrication footprint strategically
situated around the UK coastline.**

MARKETS & SECTORS



FIVE MARKETS – SIX SECTORS SPREADING THE RISK

STRATEGIC ASSETS IN THE RIGHT PLACE



Demand outstripping capacity across the UK & Europe

A group with a large enough fabrication footprint to compete for large scale projects

Facilities on active east coast and north-west coast

Geographically diverse locations to capitalise on all projects

Politically diverse portfolio

Risk split over several sites rather than focus on one

Opportunity to balance work loading between sites

Project costs at par with top yards in the Far East; equivalency achieved due to high shipping costs and rework on damage in transit

Structures are getting larger & heavier; significant challenges to transport XXL monopiles and jackets from Asia to Europe

Latest and upcoming Crown Estates licensing rounds demanding as much as 35% - 40% local content

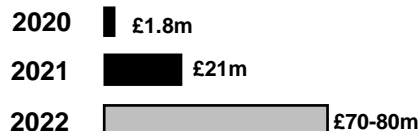
Location	Size (Acres)	Bought	Cost
Belfast	89	5 Dec 19	£5.25m
Appledore	28	24 Aug 20	£7m
Methil/Arnish	133/6	12 Feb 21	£0.65m
Total Footprint	256		£12.90m

PROGRESS 2.5 Years into the 5 Year Plan

CONTRACTED REVENUE



REPORTED REVENUE



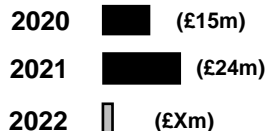
EMPLOYEES



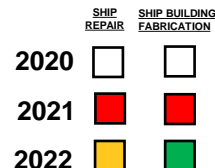
LARGEST SINGLE CONTRACT



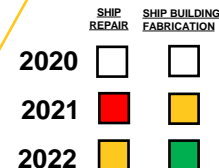
P&L



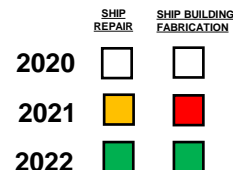
ARNISH



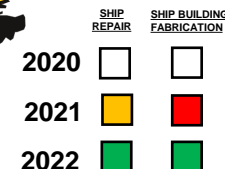
METHIL



BELFAST



APPLEDORE



OUTLOOK TO 2026

UNWEIGHTED PIPELINE £8.16bn

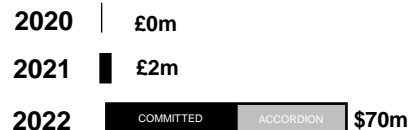
WEIGHTED PIPELINE £1.36bn

18 Month high Pwin Opportunities

Weighted £1.8bn +

Assuming 30% Win Rate £540m

DEBT FACILITY



MARKETS INPLAY



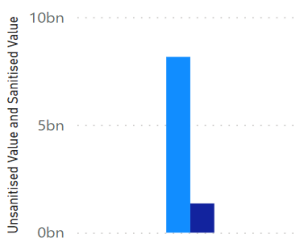
GROUP ESTIMATED OPPORTUNITIES TO 2026

Unsanitised

Sanitised

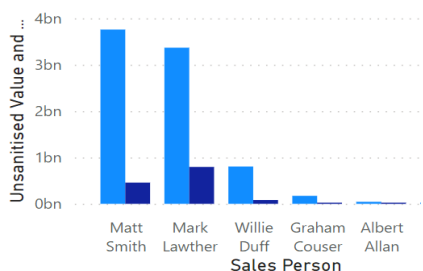
Value

● Unsanitised Value ● Sanitised Value



8.16bn
1.36bn

● Unsanitised Value ● Sanitised Value



Weighted
1.19bn

Unweighted
8.15bn

Open

103

Won Value

103.95M

Lost Value

387M

Submitted In Last Month

0.19bn

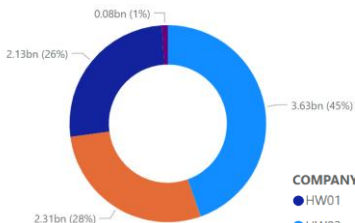
Won

Market	Unsanitised Value	Count of Unsanitised Value
Commercial	15M	29
Cruise & Ferry	4M	12
Renewables	28M	10
Defence	56M	3
	0M	1
Total	104M	53

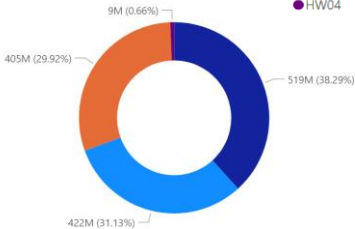
Lost

Market	Unsanitised Value	Count of Unsanitised Value
Cruise & Ferry	1M	3
Defence	67M	3
Renewables	224M	6
Commercial	96M	23
Total	387M	35

Unsanitised Value by COMPANY

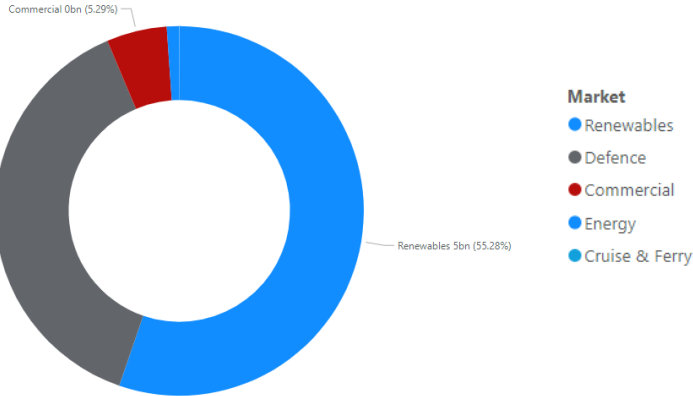


Sanitised Value by COMPANY

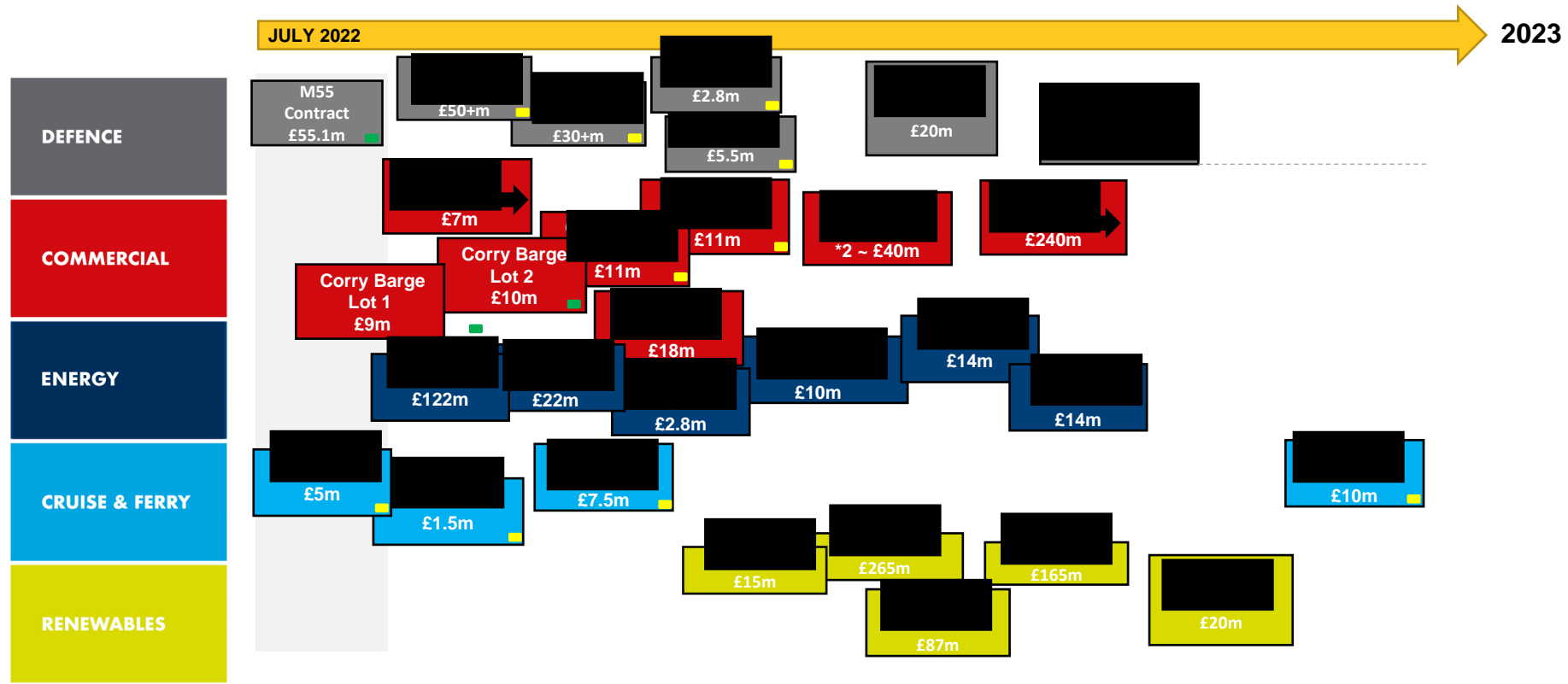


Total Service Value

CONTRACT_TYPE	Unsanitised Value
Fabrication and Construction	4.43bn
Repair and Maintenance	3.63bn
Decommission	0.09bn
Technical Services	0.00bn
Total	8.15bn



REVENUE OPPORTUNITIES < 18MONTHS

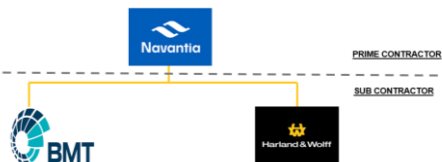


Estimates for pipeline revenue figures have been compiled by the Directors and are based on invitations to tender, current engagements and market intelligence. Weighted pipeline figures are adjusted by proportion of likely win rate (as estimated by management) multiplied by total contract value.

Fleet Solid Support Contract



- Harland and Wolff are strategically involved with the Team Resolute bid as a key subcontract partner.
- Harland and Wolff have also been instructed by MOD to submit proposals to other Prime Contractors as part of their response to the tender.
- The programme will provide significant opportunity to regenerate and provide significant social and economic benefits to the wider community.
- The vessels will be substantially built and integrated in the UK, with Belfast & Appledore crucial for the 3-vessel build, integration and delivery.



Key Dates

- Bids Submitted Q3 2022
- Preferred Bidder Q4 2022
- Contract Award Q1 2023
- First Ship Delivered 31/12/2028

DELIVERY DATES



What differentiates H&W ?

Our dock sizes and our 250-acre footprint

Physical size of our fabrication, assembly and blast & paint areas

Management team that have delivered projects in all sectors

Known in the industry and have connections to decision makers

Ability to run with two flat sectors

A new face in the market

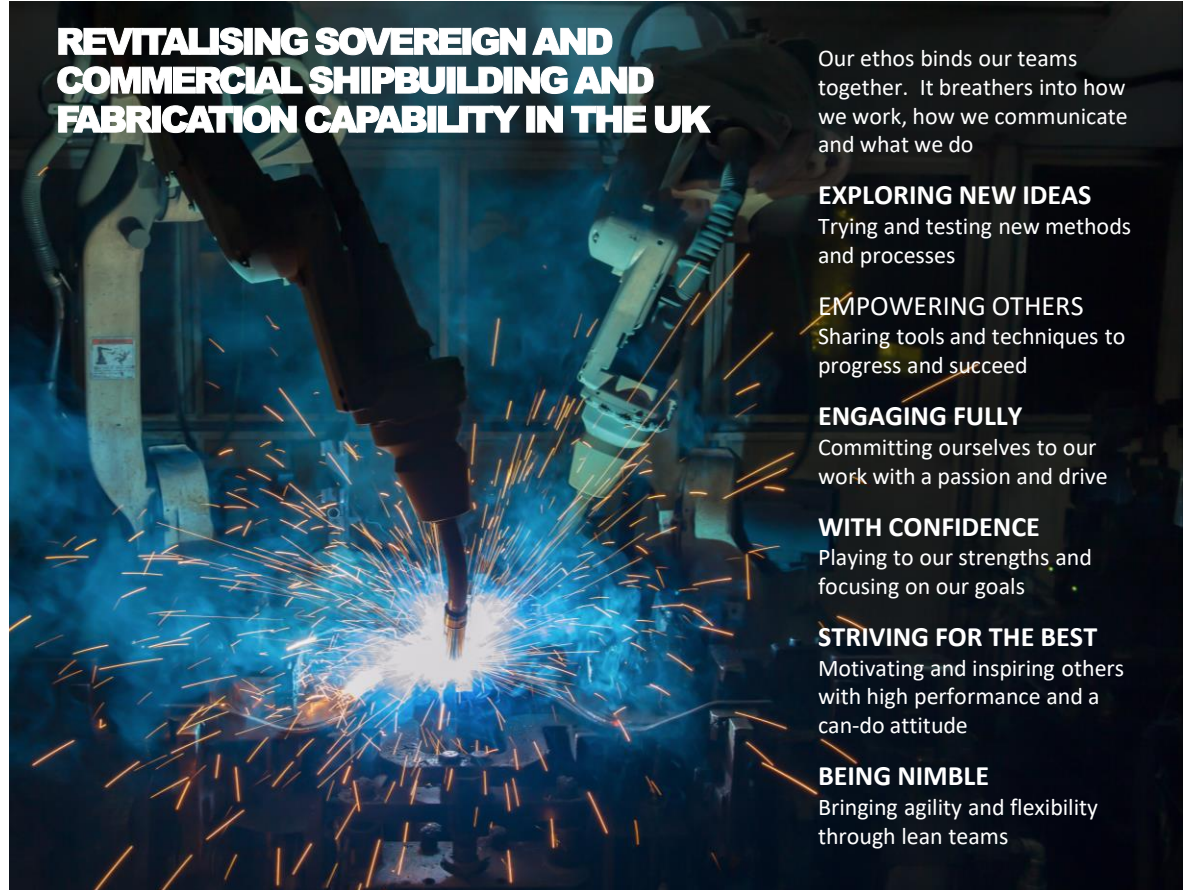
Customers that want value for money, they are ready for change

Government policy of regional growth and encouraging exports

Moulded offering to suit client's requirements across all sectors

Larger structures continue to be demanded from fabrication sector

REVITALISING SOVEREIGN AND COMMERCIAL SHIPBUILDING AND FABRICATION CAPABILITY IN THE UK



Our ethos binds our teams together. It breathes into how we work, how we communicate and what we do

EXPLORING NEW IDEAS

Trying and testing new methods and processes

EMPOWERING OTHERS

Sharing tools and techniques to progress and succeed

ENGAGING FULLY

Committing ourselves to our work with a passion and drive

WITH CONFIDENCE

Playing to our strengths and focusing on our goals

STRIVING FOR THE BEST

Motivating and inspiring others with high performance and a can-do attitude

BEING NIMBLE

Bringing agility and flexibility through lean teams

Islandmagee Energy

Corporate Presentation



- FEED Completed.
- Discharge and Abstraction License Awarded.
- Marine License Awarded.
- Sustained engagement with potential funding partners ongoing.
- Strong Legal Opinion supporting the company on Judicial Review; outcome expected Q4 2022.
- Strong Legal Opinion suggesting no Consent to Construct License is required.
- Hydrogen economy continues to develop, however no method to commercialise hydrogen storage exists.
- Ability to undertake large scale hydrogen production does not yet exist.
- Company involved in several small scale feasibility projects that will deliver value in the future.
- War in Ukraine has really emphasised the need for more storage and the Governments appetite to assist and fund projects.
- Real industry expectations of “Brown” or “Black” outs due to energy shortages as supply chain is over stretched.
- Project will come back into focus after the outcome of the Judicial Review, equity providers keen to commit subject to the JR evaluation of changing energy markets.
- As the energy crisis deepens, opportunities are opening up for the company.

ROAD TO MONETISATION

SEVERAL NEW
ROADS HAVE
APPEARED IN
RECENT MONTHS
WHILST AWAITING
JR OUTCOME

Established farm-out model

- Part with majority equity
- Retain a carried interest
- Project as a whole attracts equity & debt to take FID; H&W remains as minority shareholder

- Preferred route initially
- Well established and modelled
- Substantial equity reduction

Long term government loan – National Infrastructure Bank

- Structural shortage of gas storage and strategic nature of the asset
- Financing underpinned by a combination of long-term loans and grants along with private equity participation

- Discussions Progressing
- Traction now increasing since energy markets have tightened

Regulated Asset Base (RAB) Model

- Government agrees to pay an agreed return on capital deployed to raise funds for construction
- Very popular across Europe

- Limited traction, but fairly new concept in the UK

CfD mechanism

- Government covers the shortfall delta between the Q1/Q3 spread and minimum spread required to provide a guaranteed return on capital deployed
- Most economically efficient way of providing support; the CfD mechanism might not be utilized if the Q1/Q3 spread is enough to provide the minimum required return on capital deployed

- This option is now being discussed to try and create a model that is suitable



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