

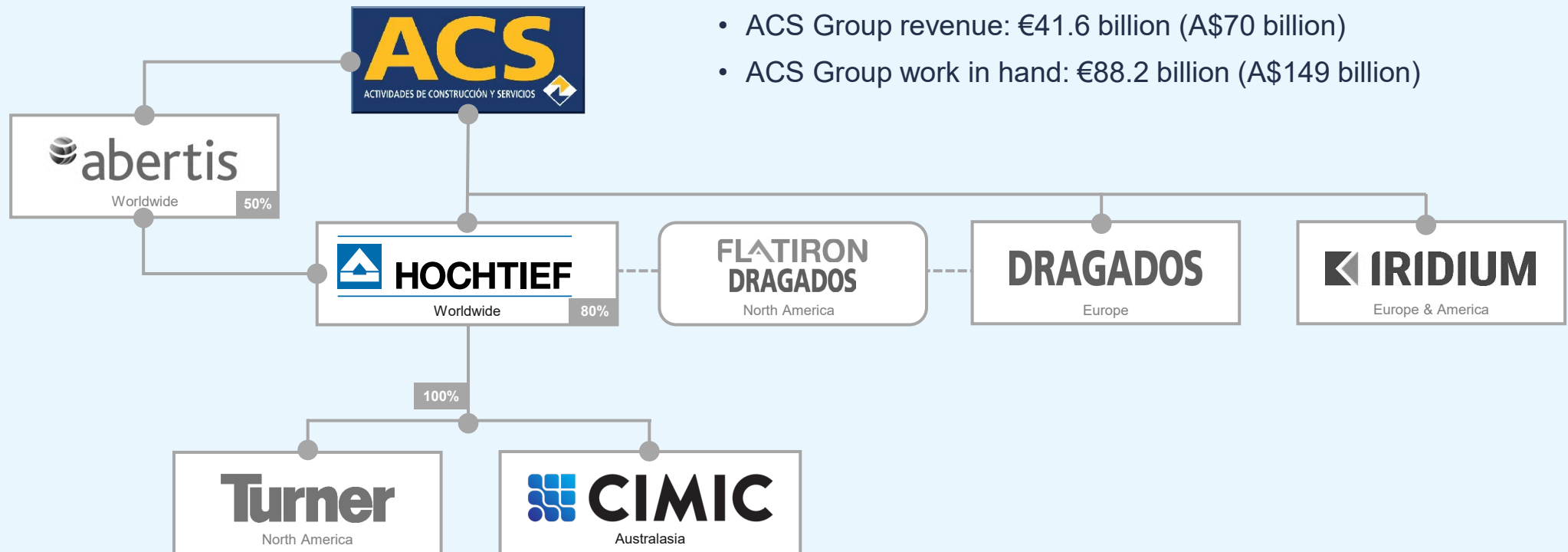


CIMIC

Kaban Green Power Hub, Queensland, Australia
UGL

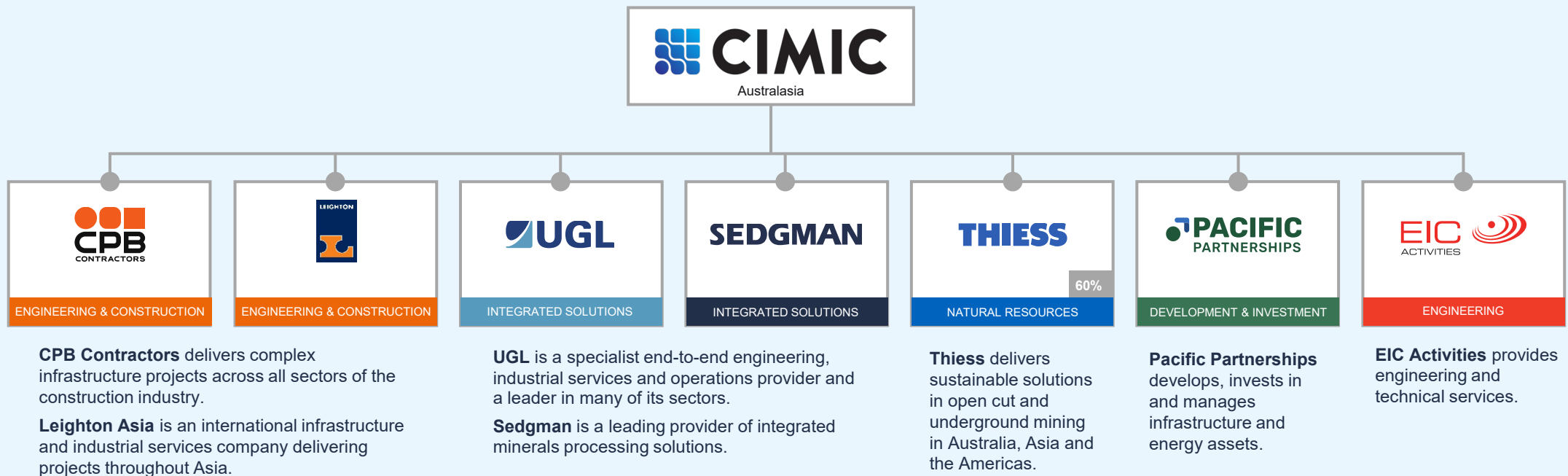
A PART OF THE ACS AND HOCHTIEF GROUP

The most global, integrated, and diverse organisation that develops, invests in, designs, constructs, and operates projects in **advanced technology, energy transition, sustainable mobility, critical minerals, natural resources, social infrastructure, and large-scale civil engineering.**



THE LEADER IN ENGINEERING-LED SERVICES, CONSTRUCTION AND NATURAL RESOURCES

With revenue of A\$16.8 billion and work in hand of A\$40.2 billion, we deliver **high-value and sustainable solutions** for assets, infrastructure and resources projects through our operating companies.



Figures are for 2024

integrity accountability innovation delivery | SAFETY

DISCIPLINED OPERATIONS UNDERPIN OUR PERFORMANCE



Revenue
\$16.8 billion



Operational profit before tax
rising 5.9% on a comparable basis
to \$738 million

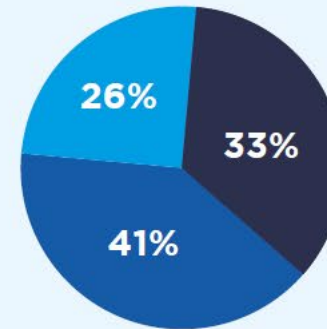


New work of
\$21.4 billion

Work in hand



Work in hand
by segment



- Engineering & construction
- Integrated solutions
- Natural resources



Strong balance sheet
supported by
\$5.4 billion of liquidity



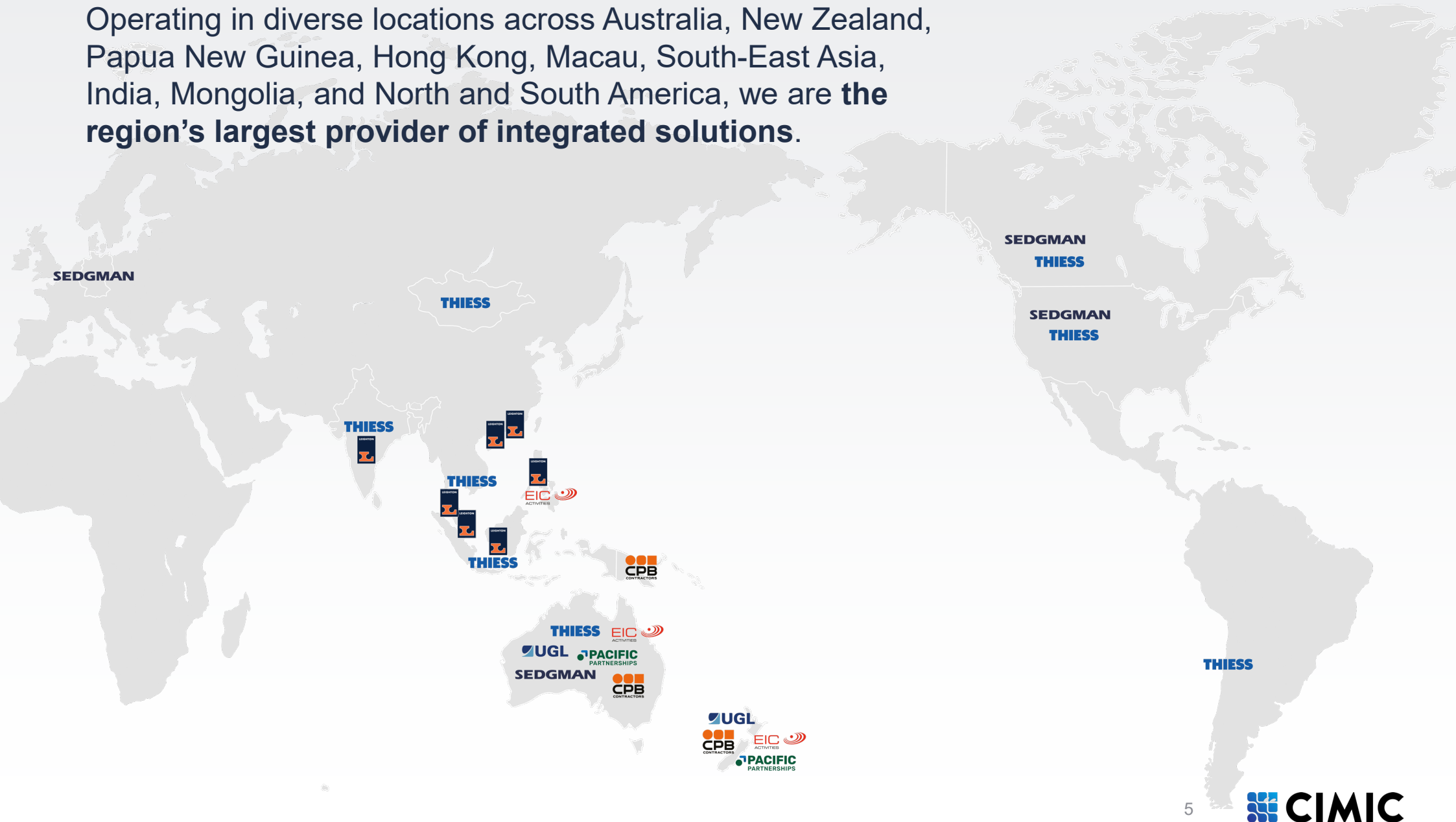
Investment grade rating by S&P
(BBB-/A-3/Outlook Stable) and
Moody's (Baa3/Outlook Stable)



Around 50% of new
work in sustainable/
growth areas

39,000 PEOPLE IN AROUND 20 COUNTRIES

Operating in diverse locations across Australia, New Zealand, Papua New Guinea, Hong Kong, Macau, South-East Asia, India, Mongolia, and North and South America, we are **the region's largest provider of integrated solutions.**



A 125-YEAR COMMITMENT TO EXCELLENCE

THIESS

Thiess founded as a small earthmoving business by five brothers. Would later become the world's largest contract miner

UGL

UGL founded from origins in Western Australia. Later acquired Goninan, the leading producer of rolling stock, founded in 1899

SEDGMAN

Sedgman founded in Brisbane

CIMIC

HOCHTIEF proportional takeover of Leighton Holdings. Leighton Holdings rebranded as CIMIC Group. Construction activities rebranded as CPB Contractors. Establishment of EIC Activities and Pacific Partnerships. Consolidation of services activities and formation of Ventia

HOCHTIEF

Sale of 50% of Thiess

HOCHTIEF acquisition of the remaining 21% of CIMIC to become sole shareholder

SEDGMAN
Prudentia
SEDGMAN
MIN SOL

Sedgman acquisitions of Prudentia and Minsol

1899 1934 1949 1970 1975 1979 1983 1999 2014-2015 2016 2020 2022 2023 2024

Goninan Co established in Newcastle, NSW. Later acquired by UGL

Leighton Contractors founded by Englishman Stanley Leighton. Listed on the Melbourne Stock Exchange in 1962. Rebranded in 2015 to CPB Contractors



Leighton Asia founded with first projects in Hong Kong



Acquired Thiess Contractors, with its major shareholder, HOCHTIEF, becoming a shareholder

Acquisition of John Holland

Acquisition of UGL and Sedgman

Thiess acquisition of MACA servicing the mining, infrastructure and construction sectors



Sedgman acquisition of Novopro

SEDGMAN
NOVOPRO

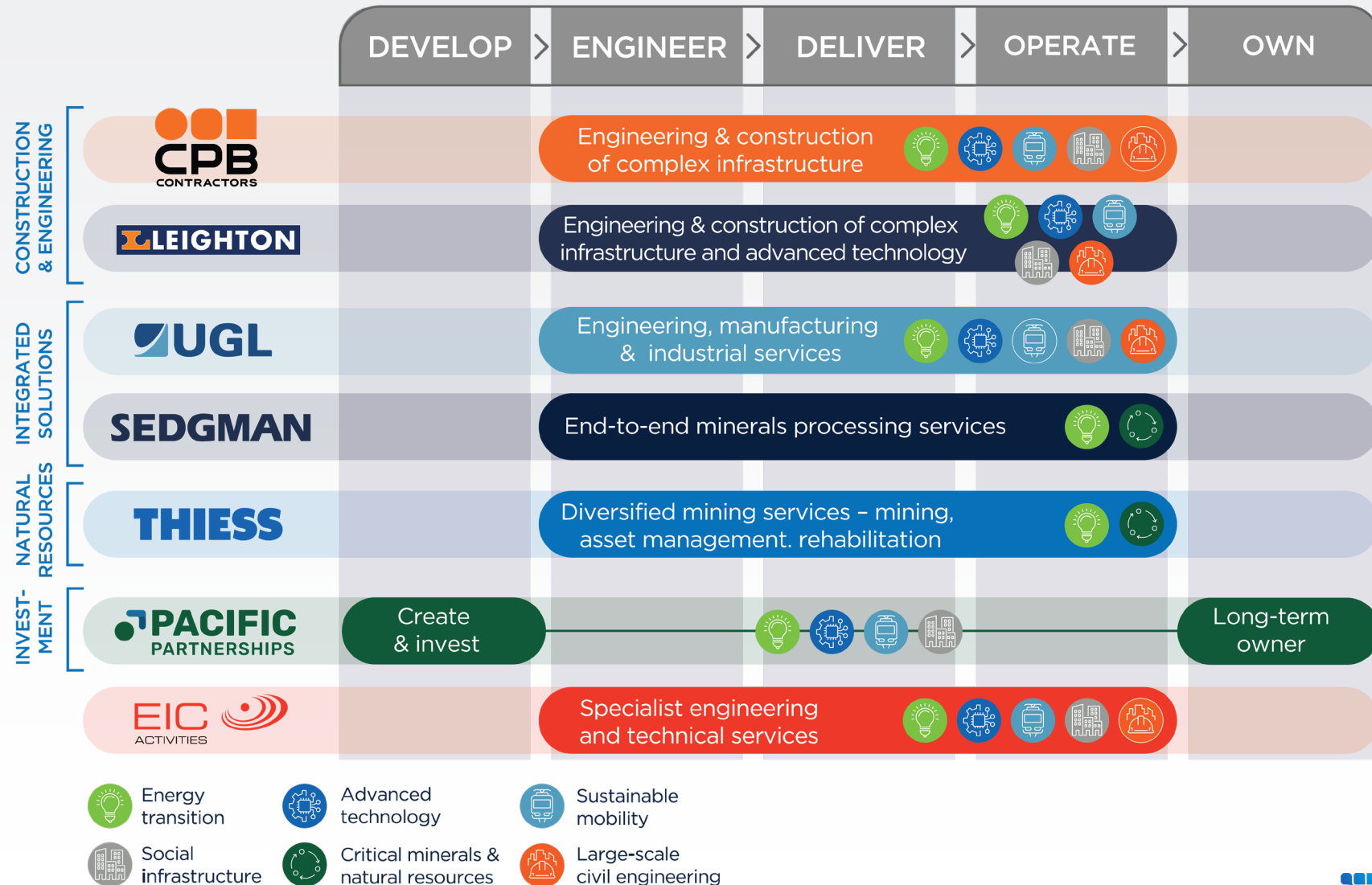
Thiess acquisition of PYBAR



Leighton Asia acquisition of Maverick United

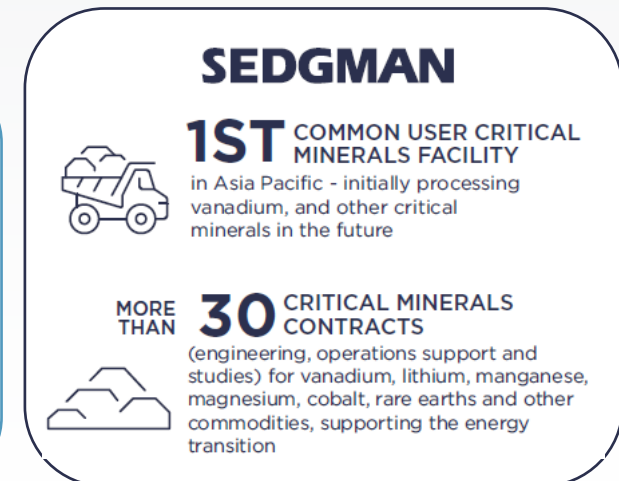
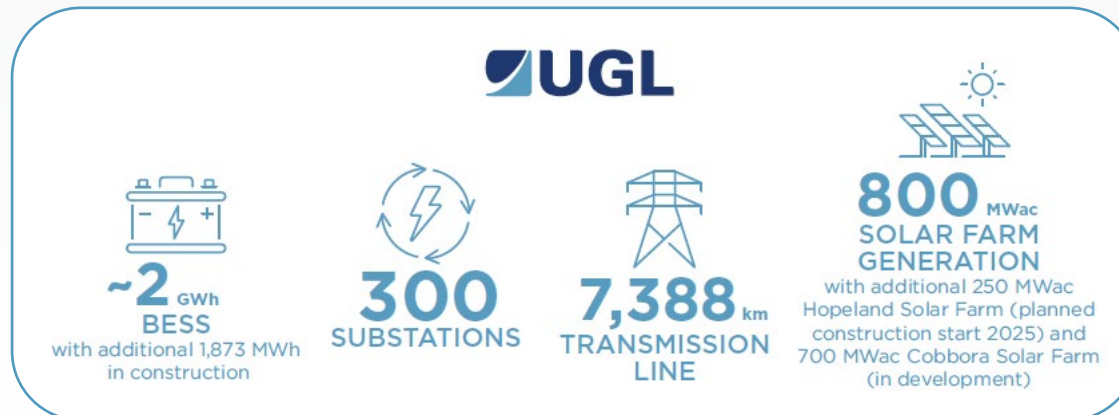
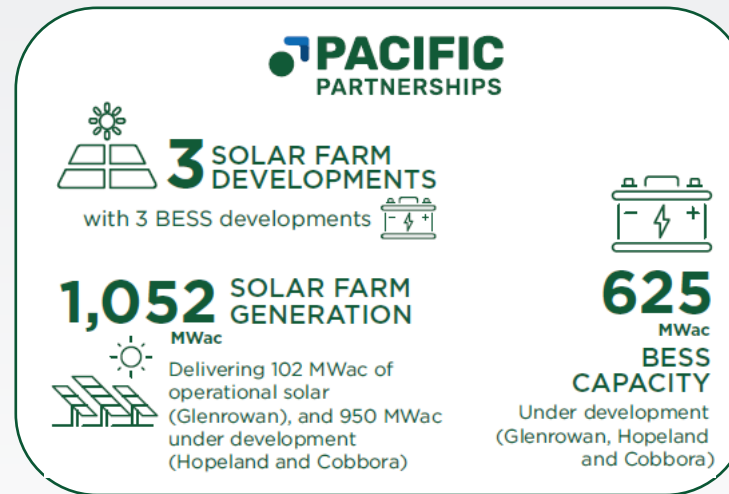
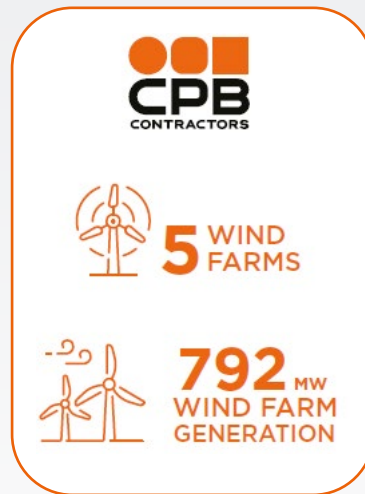
INTEGRATED SOLUTIONS

Our companies collaborate seamlessly, sharing complementary capabilities, centralised systems, and synergies to uniquely deliver lifecycle solutions, across multiple sectors.



NEXT-GENERATION SOLUTIONS

We are delivering tomorrow's solutions for sustainable development.



OUR COMPANIES

A photograph of two workers in a data center. They are wearing white hard hats, safety glasses, and high-visibility vests over dark blue shirts. The woman on the left is holding a tablet, and the man on the right is pointing at it. They are standing next to a large, complex piece of industrial equipment, possibly a cooling unit or part of a server rack. The background shows more of the data center infrastructure, including pipes and cables. A blue curved graphic element is overlaid on the bottom left of the image.

Data centre expansion, Hong Kong
Leighton Asia

AUSTRALIA'S LARGEST CONSTRUCTOR OF CRITICAL INFRASTRUCTURE



Number 1 in construction

- Engineering and construction specialized in **critical long-term infrastructure projects**
- **Trusted construction partner** in new energy, transport, health, defence
- Focusing on **energy transition, mobility and tech infrastructure**
- 97-year history



10,000+ km of rail track, 85+ stations



150+ water, dams & reservoir projects



10,000+ km of new / refurbished roads



370+ km of next generation tunnels



150+ social infrastructure projects

THE LEADER IN ENGINEERING SERVICES WITH 125-YEAR HISTORY



300 substations and 7,000+ km of transmission lines



21 renewable energy assets: clean energy for 300,000 homes

Number 1 in engineering services

- Australian leader for **high value-added engineering-led services** and manufacturing
- **Designer and deliverer** of energy, industrial, mobility, tech and Defence assets
- **Market leader** in design and delivery of **transmission lines**



Proven partner to Defence



Australia's only manufacturer of freight locomotives



Maintaining 80% of Australia's LNG capacity

A SPECIALIST IN HIGH-TECH INFRASTRUCTURE

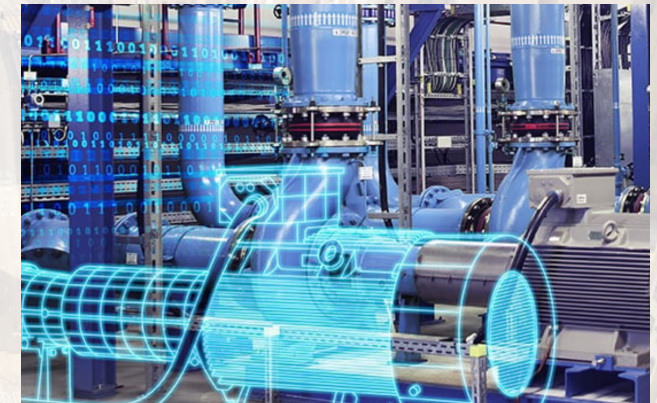


45 projects in delivery in Hong Kong, South-East Asia and India

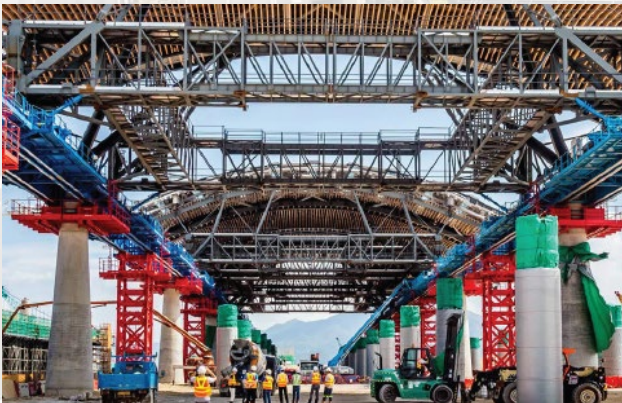
- Established in **advanced tech and data centres**; expanding into advanced manufacturing
- Best-in-class methodologies and **digital engineering** expertise
- Operating for 50 years



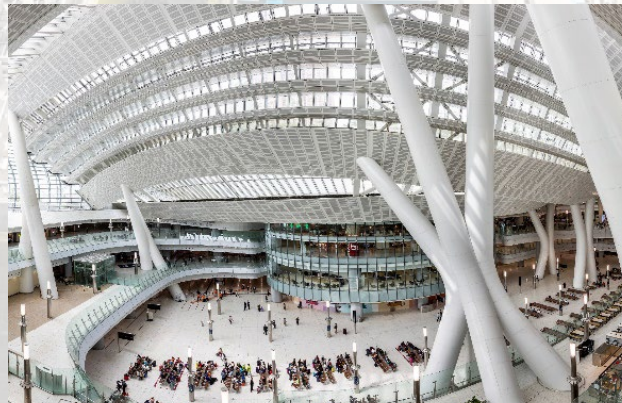
350+ MW of data centre power delivered or under construction



300,000+ hours of services (primarily digital engineering) for the Group in 2024



Hong Kong's largest and most complex offsite fabrication scheme



The world's largest underground railway station



State-of-the-art new and expanded critical care facilities

DEVELOPER & INVESTOR IN INFRASTRUCTURE AND ENERGY



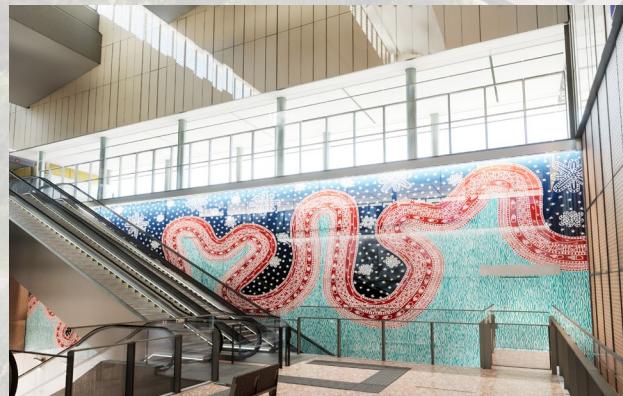
2.5 GW of operational and
development energy assets



Sydney's first metro project, NZ's first
road PPP, Canberra's first rail PPP



10 schools and 1,800+ hospital beds



25 transport PPPs and 190+ km of
urban track

**Delivery of 30+ public
private partnerships
valued at A\$70+ billion
over 25 years**

- A leading developer and owner of infrastructure assets
- Emphasis on **long term relationships and enhancing communities**

Glenrowan Solar Farm, Victoria
Hopeland Solar Farm, Queensland
Cobbora Solar Farm, NSW
North East Link, Victoria
Sydney Metro, NSW
Cross River Rail, Queensland
Regional Rail, NSW
Waikeria Corrections Facility, NZ
Canberra Light Rail, ACT
Transmission Gully, New Zealand

THE GLOBAL LEADER IN DIVERSIFIED MINING SERVICES

THIESS

Number 1 in mining services

- At the forefront of **sustainable mining solutions** with a focus on **technology and decarbonization**
- **Diversification:** critical minerals, asset management, sustainability
- 90 years of history
- 60% owned by CIMIC



50+ projects in Australia, Indonesia, Mongolia, India, Canada, US & Chile



Client relationships extending across 50+ years & 14,000+ people



Expertise in most commodities: copper, gold, iron ore and nickel



12,000+ hectares of land rehabilitation since 2007



6 rebuild facilities working to extend truck life from 60,000 to 110,000 hours

*Number 1 by market share. Source: Oxford Economics Australia

GLOBAL FULL-SERVICE MINERAL PROCESSING

SEDGMAN



250+ processing plants engineered, constructed and operated



Capability in hydrometallurgy, pyrometallurgy, chemicals & energy

Extraction and refining of minerals essential to clean energy technologies

- Deep experience in **critical and battery minerals** processing
- Hard rock lithium, brine lithium, vanadium, rare earths



Lithium, gold, copper & base metals, critical minerals, iron ore, coal, potash



Operating in Australia, Canada, Germany & the US



Prudentia & MinSol acquisitions consolidate leadership position



West Gate Tunnel, Victoria, Australia
CPB Contractors