# Agenda

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<td>110</td>
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Strategic Review

Positioning John Laing for sustainable growth
Value proposition

- Strong and growing infrastructure market and investment opportunity
- Leading international greenfield PPP business
- Proven investment track record
- Resilient and valuable PPP portfolio
- Strong balance sheet and liquidity
- Opportunity to optimise business and enhance returns
- Responsible and sustainable focus
Our business model

Our Capabilities

- Experienced and local teams
- Access to permanent and flexible capital
- Extensive network of partnerships
- International footprint
- Strong reputation

Our Approach

- Strong corporate governance, culture and values
- Effective risk management and robust processes
- Responsible and sustainable focus

Value creation

We actively manage our portfolio and generate strong capital returns through realisations

Generating shareholder distributions and capital to re-invest in new opportunities

Realise
Realise investments to maximise value for our shareholders

Invest
Selective and disciplined approach

Manage and Grow
Manage actively and grow value of our portfolio
Our competitive strengths

**Sourcing and winning greenfield projects**
- Extensive network of partnerships with industry leaders
- Strong credentials and reputation with clients
- Recognised structuring expertise

**Project management skills**
- Experienced team managing complex construction programmes
- Actively managing stakeholder relationships to ensure successful delivery

**International footprint**
- Good footprint in key Infrastructure markets
- Local teams and resources on the ground

**Track record**
- Strong investment track record of successful PPP realisations, achieving >3x our investment
- Invested in 150 projects globally

**Balance sheet capital**
- Strong balance sheet and liquidity
- Access to permanent and flexible capital

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**Strong and proven greenfield projects business**
Our strong PPP investment track record

Realised money multiples¹

<table>
<thead>
<tr>
<th>Year of disposal</th>
<th>Realised value²</th>
</tr>
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<tbody>
<tr>
<td>2015</td>
<td>&gt;£75m</td>
</tr>
<tr>
<td>2016</td>
<td>£25m-75m</td>
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<tr>
<td>2017</td>
<td>&gt;£75m</td>
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<tr>
<td>2018</td>
<td>£25m-75m</td>
</tr>
<tr>
<td>2019</td>
<td>&gt;£75m</td>
</tr>
<tr>
<td>2020</td>
<td>&lt;£25m</td>
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</tbody>
</table>

¹ Post-IPO realisations
² Achieved value at disposal in GBP converted at the FX rate of the date of disposals.

Strong track record of value creation with weighted average money multiple of over 3x
Our partners: past successes create future opportunities

<table>
<thead>
<tr>
<th>Examples of existing projects</th>
<th>Current opportunities</th>
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<tbody>
<tr>
<td><strong>ferrovial</strong></td>
<td></td>
</tr>
<tr>
<td>• I-66</td>
<td>• I-495 &amp; I-270 Phase 1 (Maryland Managed Lanes)</td>
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<tr>
<td>• I-77</td>
<td></td>
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<tr>
<td>• Ruta del Cacao</td>
<td></td>
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<tr>
<td><strong>acciona</strong></td>
<td></td>
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<tr>
<td>• East Rockingham</td>
<td>• Georgia SR-400 Express Lanes</td>
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<tr>
<td>• Sydney Light Rail</td>
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<td><strong>webuild</strong></td>
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<tr>
<td>• Hurontario</td>
<td>• North East Link</td>
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<tr>
<td>• I-4 Ultimate</td>
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<tr>
<td><strong>AECOM</strong></td>
<td></td>
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<tr>
<td>• I-75</td>
<td>• Jefferson Parkway</td>
</tr>
<tr>
<td></td>
<td>• I-495 &amp; I-270 Phase 1 (Maryland Managed Lanes)</td>
</tr>
</tbody>
</table>

Extensive network of international and local partnerships
Delivering responsible infrastructure solutions

Growth underpinned by focus on sustainable investments, responsible asset management, and diverse and engaged talent.
A clear vision and strategy

A leading international investor and manager of balance sheet and third-party capital across a range of infrastructure sectors, delivering attractive and sustainable shareholder returns over the longer term.

<table>
<thead>
<tr>
<th>Diversified &amp; scalable platform</th>
<th>Efficient operating model</th>
<th>Strong financial &amp; funding model</th>
<th>Integrated ESG principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over time, developing scale through a broad range of investment mandates across complementary infrastructure sectors with different risk and return characteristics, which together provide an attractive balance of capital gains and income yield for our shareholders</td>
<td>Cost competitive operating platform, common to all investment businesses, with disciplined investment, asset management and risk processes underpinning performance</td>
<td>Investing our balance sheet alongside managing third-party funds, generating a combination of capital upside as well as sustainable and growing annual profits</td>
<td>Growth underpinned by a focus on sustainable investments, responsible asset management, and engaged and diverse talent</td>
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Positioning John Laing for sustainable growth
Vision: leading international infrastructure investment platform

Future shape of JLG – building out the platform

<table>
<thead>
<tr>
<th>Investment mandate</th>
<th>Greenfield PPP Projects</th>
<th>Adjacent Greenfield Projects</th>
<th>Mid-market Core-plus</th>
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</thead>
<tbody>
<tr>
<td>Asset type</td>
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<tr>
<td>Client / counterparty</td>
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<tr>
<td>Example sectors</td>
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<tr>
<td>Value creation</td>
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<tr>
<td>Typical equity investment range</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Growth opportunity</td>
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<table>
<thead>
<tr>
<th></th>
<th>Project</th>
<th>Project</th>
<th>Growth business or platform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client / counterparties</td>
<td>Public sector, e.g. government, local authority</td>
<td>‘Public sector like’, e.g. subsidies, guaranteed off-take</td>
<td>Private sector / businesses, e.g. utility, internet services provider</td>
</tr>
<tr>
<td>Example sectors</td>
<td>Transport: roads, rail, bridges Social: hospitals, education</td>
<td>Waste-to-energy, Campus energy, Specialised accommodation, Decarbonisation of Transport, Water</td>
<td>Economic infrastructure across a range of sectors, including Transport, Digital, and Energy Transition</td>
</tr>
<tr>
<td>Value creation</td>
<td>Construction of project through to operation, delivering value enhancements and return shift Exit to secondary market or hold for yield</td>
<td>Construction of project through to operation, delivering value enhancements and return shift Exit to secondary market or hold for yield</td>
<td>Growth and de-risking of business over time into Core economic infrastructure Exit to secondary market or hold for further growth and yield</td>
</tr>
<tr>
<td>Typical equity investment range</td>
<td>£25-75 million</td>
<td>£25-75 million</td>
<td>£100-300 million</td>
</tr>
<tr>
<td>Growth opportunity</td>
<td>Re-focus and optimise US, Australia &amp; Colombia</td>
<td>Further growth through adjacencies and leveraging existing platform</td>
<td>Significant opportunity to scale</td>
</tr>
</tbody>
</table>

Building a diversified and scalable platform
Strategy: developing a broader infrastructure investment platform

Building out JLG’s platform:
Adjacent Greenfield Projects and Core-plus Economic Infrastructure

Strategic objectives:

• Build range of investment mandates in complementary infrastructure sectors across risk/return spectrum
• Develop scalable and replicable model, capable of adding new teams and investment mandates
• Achieve scale and cost competitive operating platform
• Generate platform value for shareholders

Platform benefits:

• Shared sector expertise and relationship networks
• Capitalise on international footprint
• Allocation of balance sheet across range of mandates, combined with third-party funds
• Attraction of broader talent
• ESG embedded across business and processes
• Common support infrastructure
Market segmentation and investment focus

Greenfield projects and Core-plus businesses generate similar financial returns

Value creation:

- **Projects:** return shift between greenfield (development and construction risk) to brownfield (operational and yielding)
- **Core-plus businesses:** return shift between growth businesses or platforms (potentially with a greenfield element) to larger and lower risk Core assets

Large and growing pool of capital seeking secondary infrastructure assets with long-term stable yield
## Vision: attractive balance of capital returns and income

<table>
<thead>
<tr>
<th>Business line</th>
<th>PPP &amp; Projects</th>
<th>Economic Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment mandate</strong></td>
<td>Greenfield PPP &amp; Projects</td>
<td>Mid-market Core-plus</td>
</tr>
<tr>
<td><strong>Primary return type</strong></td>
<td>Capital return</td>
<td>Core</td>
</tr>
<tr>
<td><strong>Value creation strategy</strong></td>
<td>Development and construction of project through to operation</td>
<td>Maximise value: Growth and de-risking of business over time to develop into Core economic infrastructure</td>
</tr>
<tr>
<td><strong>Illustrative funding model and capital allocation</strong></td>
<td>&lt;ul&gt;&lt;li&gt;Balance sheet: &lt;/li&gt;&lt;li&gt;Third-party: &lt;/li&gt;&lt;/ul&gt;</td>
<td>&lt;ul&gt;&lt;li&gt;Growth and de-risking of business over time to develop into Core economic infrastructure&lt;/li&gt;&lt;li&gt;Maximise value: Hold for yield, or Exit to secondary market or managed funds&lt;/li&gt;&lt;/ul&gt;</td>
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<tr>
<td><strong>Financial model: return drivers for JLG</strong></td>
<td>Capital return</td>
<td>Fee income</td>
</tr>
<tr>
<td><strong>Primary return type</strong></td>
<td>Income yield</td>
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<td>Capital return</td>
<td>Fee income</td>
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Providing an attractive financial model with a balance of capital return and income to shareholders
Context for the strategic review – my assessment

- Growth and scale
- Focus and centralisation
- Add and develop capabilities and talent
- Improve consistency of performance
- Strengthen financial and funding model
## Actions taken in first six months

### Strategy
- Strategy and future vision defined

### Capabilities
- Detailed capabilities and talent review completed
- Change of management structure implemented and new talent recruitment progressing well
- Material reduction in PPP team in UK & Europe as part of restructuring and re-allocation of costs to growth initiatives

### Processes
- Detailed review of processes completed across investment, asset management, divestment
- Improvement initiatives substantially implemented
- Strengthened Investment Committee composition and review process
- Implemented new monthly asset reviews and early warning monitoring
- Implemented new divestment asset-by-asset planning and portfolio management review

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**Focus is on execution**

**Seeing improvement in performance since first half**
**Actions taken in first six months (cont.)**

**Costs**
- Costs review completed and largely implemented by end of 2020
- Annualised run-rate cost savings of £6m – 13% of run-rate operating costs; to be re-allocated to growth initiatives

**Capital management**
- Strong realisation activity in H2 with £565m of total proceeds agreed at uplifts to book value
- Good reduction in Renewable Energy exposure to 25% during 2020
- Strong balance sheet; RCF re-stocked with over £500m of funds available for new investment opportunities
- Recent announcement of additional investment in I-77 project

**Disclosure**
- Disclosure enhanced at interim results, more to come at year-end
- KPIs aligned with new strategy being introduced in 2021 to measure progress

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**Focus is on execution**
Seeing improvement in performance since first half
## Our strategic pillars and priorities

<table>
<thead>
<tr>
<th><strong>GROW</strong></th>
<th><strong>OPTIMISE</strong></th>
<th><strong>ENHANCE</strong></th>
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<tbody>
<tr>
<td>Re-focus and optimise core greenfield PPP business</td>
<td>Portfolio and capital management</td>
<td>Organisation and capabilities</td>
</tr>
<tr>
<td>Grow adjacent greenfield Projects alongside PPP</td>
<td>Operating costs and efficiencies</td>
<td>ESG strategy and integration</td>
</tr>
<tr>
<td>Build Core-plus investment capabilities</td>
<td>Processes and operating model</td>
<td>Financial and funding model</td>
</tr>
<tr>
<td>Assess opportunities to grow platform inorganically</td>
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The Opportunity
Positive market and investment outlook

**Strong structural growth in Infrastructure investment**
- Fundamental drivers of new infrastructure investment remain as strong as ever
- Material investment needs in JLG’s core markets

**Greater need for private sector**
- Post-COVID Government stimulus plans set to accelerate growth
- Need for private sector investment due to record government debt levels

**Mega trends driving future opportunities**
- Supportive structural mega trends shaping future opportunities
- Acceleration of trends due to COVID-19

**Strong secondary market**
- Long-term cash yields from secondary assets continue to attract institutional investors in a low interest rate environment
- JLG has a valuable secondary portfolio

**Significant requirement for new infrastructure investment in our core markets**
Our strong balance sheet and differentiated greenfield capabilities mean we are well positioned.
**Positive market outlook for infrastructure spending**

<table>
<thead>
<tr>
<th>JLG Regions</th>
<th>Comments</th>
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</table>
| US          | • Second largest infrastructure market in the world  
             • Significant investment gap: 2016-40 spend US$8.5 trillion; 45% more required to address under-investment  
             • Biden & ‘Build Back Better’ - US$2 trillion over 4 years: highways, bridges, energy grids, schools, universal broadband |
| Australia   | • 2016-2040: total spend US$1.5 trillion underpinned by economic and demographic fundamentals  
             • Federal government committed to investing AUD110 billion in infrastructure over the next decade; state budgets are even larger – New South Wales alone has an infrastructure pipeline of AUD107 billion over the next four years |
| UK & Europe | • UK: £640 billion of gross capital investment into infrastructure by end of current parliamentary term; National Infrastructure Strategy expected to focus on broadband, decarbonisation and transport  
             • EU: €750 billion Green Deal aimed at a greener, more inclusive, digital and sustainable Europe  
             • Germany: €130 billion stimulus programme including investment in sustainable mobility |
| Colombia & Peru | • Colombia: 4G roads programme US$15 billion; 5G PPP programme US$9 billion  
                    • Peru: updated US$5.4 billion PPP pipeline announced in January 2020 |

**Source:** Oxford Economics, Inframeron
Global infrastructure spend set for continued growth

Pre-COVID-19
Solid growth outlook
Forecast growth in global infrastructure investment 2019-24 prior to COVID-19 stimulus packages:
• 2% CAGR assuming investment at current levels
• 5% CAGR assuming a step up to address historical under-investment

Post-COVID-19
Growth in investment expected to accelerate:
• US: Biden’s US$2tn programme
• Australia: AUD9.3bn of investment injected or accelerated since late 2019
• Europe: €750bn Green Deal

Sources: Global Infrastructure hub, Oxford Economics, Press, Bain analysis

Global infrastructure spend by region (US$ trillion)

Global infrastructure spend forecast to continue to grow
Substantial investment gap remains in JLG’s core markets

Investment gap
Baseline forecast
Investment need

North America
North America gap
LatAm
LatAm gap
Europe
Europe gap
APAC
APAC gap
Middle East & Africa


0.0
0.5
1.0
1.5
2.0
2.5
3.0
3.5
4.0

Global infrastructure spend by region (US$ trillion)
Mega trends shaping our business and future opportunities

Demographic change
- Growing and ageing populations will drive significant demographic and social changes
- Increased investment expected in education, affordable housing and healthcare

Urbanisation
- One in three people, will live in cities of at least 500,000 habitants by 2030\(^1\)
- Rapid urbanisation driving the need to expand existing infrastructure in cities including transport & social infrastructure

Digital connectivity
- Digitisation expected to continue to disrupt traditional businesses and how we live, work and communicate
- Increasing digitisation and need for connectivity requiring significant investment in fibre networks and broadband capacity

Climate change and energy transition
- De-carbonisation targets driving commitments towards green energy infrastructure
- Existing supporting infrastructure, including infrastructure connecting renewable generation to end users will require significant new investment
- Growing demand for scarce resources such as water and food will require new infrastructure solutions

Technology
- Rapidly changing technology and associated changes in consumer demands will require new supporting infrastructure
- Investment expected in electrification of transport

Mega trends will shape our future markets over the next 10+ years
These represent fundamental drivers for the development and building of new infrastructure

\(^1\) Source: UN
### Critical role for private sector
- Increase in near-term government spending
- Infrastructure a key economic stimulus tool
- Need for private sector capital
- With government budgets facing fiscal stretch

### Acceleration of mega trends
- Accelerated digitisation
  - Home and flexible working has accelerated need for digital connectivity, including fibre-to-the-home to less well-connected communities
- Low carbon economy
  - In wake of pandemic, renewed focus on sustainable infrastructure and tackling climate change with many countries re-affirming net zero targets and announcing new plans for decarbonisation

### Adaptation and resilience
- Adaptation of transport
  - Certain transport impacted (e.g. airports), while private vehicle usage increases as substitute for public transport. Future opportunities as transport infrastructure (e.g. public transport) required to adapt
- Domestic resilience
  - Governments expected to seek to strengthen key domestic supply chains resulting in further infrastructure investment

COVID-19 is also shaping infrastructure investment
Strong secondary market

- Secondary market continues to be very strong in a low interest rate environment
- Long-term stable cash yields from secondary infrastructure assets continue to attract institutional investors
- Significant dry powder to be deployed: US$98 billion\(^1\) raised in 2019 – a record

IEP East: a recent case study

- Availability-based asset under long-term concession
- Sold to a large European pension fund
- >5.8x cash money multiple achieved

JLG has a valuable secondary portfolio

1 Source: Prequin
## Conclusion: positioning JLG for sustainable growth

### Capitalise on our strong balance sheet and build on our solid existing PPP portfolio with embedded value

<table>
<thead>
<tr>
<th>Re-focus and grow core greenfield PPP business</th>
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<tbody>
<tr>
<td>• Focus resources on core regions of US, Australia and Colombia where strong track record and good outlook for PPP</td>
<td></td>
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<tr>
<td>• Seek growth beyond publicly procured pipeline through selective acquisitions of equity stakes in projects where accretive</td>
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<table>
<thead>
<tr>
<th>Grow adjacent greenfield projects alongside PPP</th>
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<tbody>
<tr>
<td>• Leverage existing team and network</td>
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<tr>
<td>• Mix of private initiatives and public procurement</td>
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<tr>
<td>• Sector examples include: waste-to-energy, specialised accommodation, water, decarbonisation of transport</td>
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<table>
<thead>
<tr>
<th>Build Core-plus investment capabilities</th>
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<tbody>
<tr>
<td>• Focus on investing in business and platforms</td>
<td></td>
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<tr>
<td>• Opportunity to invest in larger equity tickets</td>
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<tr>
<td>• Higher velocity of investment given private nature of processes</td>
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<tr>
<th>Assess opportunities to grow platform inorganically</th>
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<tbody>
<tr>
<td>• Consider platform acquisitions that bring investment talent and assets</td>
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</table>

**Significant opportunity to grow our business**
Areas for Growth

PPP & Greenfield Projects
## Strong and resilient PPP business

### Strong local teams and expertise
- PPP business focused on US, Australia and Colombia where we have competitive advantage and see good opportunities
  - Strong local teams and partnerships
  - Good pipeline of future opportunities; government spending programmes supportive of PPP

### Resilient portfolio and good performance
- c.75% of total portfolio value invested in PPP; majority availability-based revenues
- Resilient PPP portfolio performance during COVID-19 lock-downs
  - Minimal delays to construction and project delivery
  - Continued good project availability
- During first 9 months of 2020, PPP portfolio delivered 7% NAV growth

### Embedded portfolio value
- Value creation as existing greenfield projects move towards operation and receive lower discount rates
- Valuation reflects cautious macro-economic assumptions
- Strong secondary market demand and valuations for PPPs
Strong project delivery and availability during 2020

IEP East
- Availability-based rolling stock project in the UK
- 65th and final train accepted in September

I-75
- Availability-based highway project in Detroit
- Drilling started on the project’s key 4 mile long storage and drainage tunnel in September

Melbourne Metro
- Major enhancement of Melbourne’s rail network
- Tunnelling works on the project’s twin rail tunnels passed the halfway mark

New Generation Rollingstock
- Rolling stock project in South East Queensland
- Acceptance of 75th and final train
Acquisition of additional stake in I-77

- New investment of £29 million to acquire additional 7.45% stake in I-77 Mobility Partners, taking total shareholding to 17.45%
- Asset with good opportunity for further value creation and growth, working in conjunction with our existing partners
- Modestly accretive to NAV, expected to complete by end of 2020

We can access investment opportunities over and above what is reflected in our preferred bidder and short-listed positions
## Adjacent greenfield projects opportunity

### Strategic rationale
- Significant infrastructure spending plans across our main regions, however not all greenfield projects will be PPPs
  - JLG has capabilities to capture ‘PPP-like’ – adjacent greenfield projects
- Plays to our competitive strengths
  - Extensive network of highly relevant partners and contractors, greenfield project investing and structuring experience, and asset management skills

### Characteristics
- Mix of private initiatives and public procurement:
  - Public sector or significant public subsidies
  - Private sector with ‘public-sector like’ counter-party risk, e.g. highly rated institutions

### Sectors
- Range of sectors identified, including:
  - Waste-to-energy, campus energy, water, decarbonisation of transport, specialised accommodation, district heating and energy efficiency
- Existing team to be augmented with specific sector expertise

### Value creation
- Similar financial returns and risk profile to PPPs
- Development and construction of project through to operation, delivering value enhancements and return shift

Leveraging our expertise and partners network to access adjacent greenfield projects
## Adjacent greenfield projects opportunity

<table>
<thead>
<tr>
<th>Summary</th>
<th>Opportunities</th>
<th>Waste-to-Energy</th>
<th>Campus Energy</th>
<th>Specialised Accommodation</th>
<th>Water</th>
<th>Decarbonisation of Transport</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>JLG already active: East Rockingham investment</td>
<td>Plants generating electricity and/or heat from treatment of waste, with largely contracted revenues</td>
<td>Projects related to modernisation and operation of campus energy and utilities facilities</td>
<td>Greenfield housing projects with a mix of private rents and social or affordable housing</td>
<td>Including water treatment, water supply and desalination</td>
<td>Electrification of transport (e.g. public transport) and supporting infrastructure including vehicle charging</td>
</tr>
<tr>
<td></td>
<td>Short-listed for Melbourne waste project</td>
<td>JLG exploring opportunities in Australia and North America</td>
<td>JLG exploring opportunities in US</td>
<td>JLG short-listed for Redfern Communities in Australia, and reviewing a number of further opportunities</td>
<td>JLG exploring opportunities in range of geographies including in Colombia</td>
<td>JLG exploring opportunities in range of geographies</td>
</tr>
</tbody>
</table>

We are already actively pursuing a number of adjacent greenfield projects – and so are our partners.
North America PPP & Greenfield Projects

Anthony Phillips
Key statistics for US

Infrastructure investment
- Current: c.1.5% of GDP (c.US$300 billion p.a.)
- c.2.2% of GDP required to address investment gap
- 2015-40 spend at current levels: US$8.5 trillion
- 2015-40 funding requirement: US$12.4 trillion

Role of PPPs in North America
- US: role of PPPs expanding
- Canada: mature, well-established and steady PPP market

Estimated infrastructure funding gap from 2016 to 2025 (US$ trillion)

<table>
<thead>
<tr>
<th>Category</th>
<th>Funded</th>
<th>Funding gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface transportation</td>
<td>0.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Power</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Airports</td>
<td>1.5</td>
<td>0.5</td>
</tr>
<tr>
<td>Water/Wastewater</td>
<td>2.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Port and waterways</td>
<td>2.5</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Significant US investment gap
- Federal infrastructure spend has halved since 1960’s, population has doubled
- Investment needs to rise c.45% versus current levels to address the gap
- Acute need to invest in transport
- Funding gap: state budget deficits compounded by COVID-related revenue loss
- Biden: ‘Build Back Better’ US$2 trillion over 4 years

Source: Oxford Economics

US is one of the most exciting infrastructure markets in the world and JLG is well placed to capitalise
A market-leading business

Market leader in winning North American transport PPPs

Current portfolio

North American PPP portfolio

Value: £346 million\(^1\)

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Value</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-75 (Michigan)</td>
<td>-</td>
<td>Availability-based</td>
</tr>
<tr>
<td>Hurontario Light Rail (Ontario)</td>
<td>-</td>
<td>Availability-based</td>
</tr>
<tr>
<td>I-4 Ultimate (Florida)</td>
<td>-</td>
<td>Availability-based</td>
</tr>
<tr>
<td>MBTA (Massachusetts)</td>
<td>-</td>
<td>Availability-based</td>
</tr>
<tr>
<td>Transform-66 (Virginia)</td>
<td>-</td>
<td>Volume-based</td>
</tr>
<tr>
<td>I-77 (North Carolina)</td>
<td>-</td>
<td>Volume-based</td>
</tr>
<tr>
<td>Denver Eagle P3 (Colorado)</td>
<td>-</td>
<td>Availability-based</td>
</tr>
</tbody>
</table>

Market-leading PPP business

- Short-listed for every major US transport PPP since establishing US offices in 2014

1 Portfolio as at 30 September 2020, adjusted for increased stake in I-77
Strong project delivery during 2020

I-4 Ultimate
Availability-based highway project in Florida
• Schedule extension agreed in February 2020
• Key interchange opened ahead of schedule in May 2020

Hurontario
Availability-based light rail project in Ontario
• Construction works started in March 2020

Denver Eagle
First transit PPP in the US
• Final Completion Certificate issued in November 2020

I-75
Availability-based highway project in Michigan
• Start of tunnel boring on the project’s key 4 mile long drainage and storage tunnel in September

Active asset management
• CEO • CTO
• CCO • Technical Manager
• COO

• CEO • CTO
• CCO • Technical Manager
• CEO • CFO • CTO
I-75: active asset management in action

Project overview

- **JLG stake:** 40%
- **Partners:** AECOM, Ajax Paving Industries, Dan’s Excavating, Jay Dee Constructors, CA Hull
- **Concession:** 25 years
- **Location:** Metro Detroit, Michigan
- **Description:** reconstruction of a 5.5 mile section of road, the addition of capacity and construction of a new 4 mile long drainage and storage tunnel

Active asset management

- Consortium formation and bid process
- Strong project delivery team at SPV level
- Governance: two JLG directors (including Chair)

Preserving and enhancing value

- Securing and closing committed financing
- Minimising long-term operational and maintenance costs

Responsible infrastructure

- Critical north-south corridor for local communities, commuters and tourists
- Large maintenance backlog, prone to flooding and congestion, compromised safety
- Recycled construction materials, community engagement, wildlife protection

Attractive secondary market asset

- Critical infrastructure with strong ESG credentials
- Availability-based revenue model; low risk, cash yielding asset
PPP: strong short-listed positions

Transport projects driving our short-listed positions

• Jefferson Parkway
• Georgia SR-400 Express Lanes
• I-495 & I-270 P3 Program (Maryland Managed Lanes) Phase 1
• Sepulveda Transit Corridor
• Confidential social infrastructure project

Managed Lanes: an attractive class

• Significant barriers to entry
• Attractive risk-adjusted returns

Existing Managed Lanes projects

Maryland Managed Lanes opportunity

• The largest PPP Managed Lanes project in North America, estimated capex of US$7.8bn over two phases
• JLG is part of the Capital Express Mobility Partners consortium (Ferrovial, Meridiam, Aecom)
Concluding remarks

- Market-leading North American PPP business
- US set for significant future infrastructure investment
- Active asset management approach to create value
- Extensive partner network is key to success
- Responsible investment and asset management
Australia
PPP & Greenfield Projects

Justin Bailey
Market outlook: Australia

Key statistics for Australia

**Infrastructure investment:**
- Current spend: c.3.6% of GDP (c.US$50 billion p.a.)
- c.4% of GDP required to address investment gap
- 2016-40 spend at current levels: US$1.5 trillion
- 2016-40 funding requirement: US$1.7 trillion

Source: Oxford Economics

**Role of infrastructure in post-COVID-19 stimulus**
- Since November 2019, Australian authorities have brought forward or injected additional investment of almost AUD9.3 billion
- Targeting a 50% reduction in assessment and approval times for major projects (from an average of 3.5 years to 21 months)

**Australian infrastructure market backdrop:**
- Commonwealth Government committed to spend nearly AUD180 billion on economic infrastructure over the next decade
- Strong fundamentals: population expected to increase by 40% during 2016-40

**The role of PPP in Australian greenfield infrastructure:**
- Mature PPP framework with transport dominating recent deal flow
- Victoria and New South Wales historically the most active
- PPPs used to drive innovation, risk transfer and value for money
- Visible pipeline of PPP projects, particularly large transport bids

**Emerging opportunities in adjacent greenfield projects:**
- Waste-to-energy: Australian waste sector undergoing a transition from landfill to recycling and recovery

A well invested market and strong PPP framework with emerging opportunities in adjacent greenfield projects
Our market leading Australian PPP business

Since entering the market in 2011, John Laing has invested more into greenfield PPP projects in Australia than any other investor.

Australian PPP & projects portfolio

- Value: £365 million
- 13% Primary
- 87% Secondary

Divestments to date
- Optus Stadium (2019)
- Auckland South Corrections Facility (2020)

Current portfolio

- East Rockingham (Perth) - VOLUME-BASED
- Melbourne Metro - AVAILABILITY-BASED
- New Royal Adelaide Hospital - AVAILABILITY-BASED
- New Generation Rollingstock - AVAILABILITY-BASED
- Sydney Light Rail - AVAILABILITY-BASED
- Clarence Correctional Centre - AVAILABILITY-BASED
Strong project delivery during 2020

**Clarence Correctional Centre**
- Correctional facility focused on reducing re-offending in New South Wales
  - Facility officially opened on 25 June 2020
  - Operations commenced in early July 2020

**Sydney Light Rail**
- Light rail project with capacity for up to 13,500 commuters in peak hours
  - Final stage opened to the public in April 2020
  - Operational completion achieved in July 2020

**Melbourne Metro**
- Major enhancement of Melbourne’s rail network
  - Tunneling works on the project’s twin rail tunnels passed the halfway mark

**New Generation Rollingstock**
- Rolling stock project for South East Queensland suburban rail network
  - Acceptance of 75th and final train in September 2020
  - Progressing towards Initial Fleet Acceptance

**Active asset management**
- Board Chair
- Operations Director
- Development Director
- Design & Technical Manager
Project overview

- **JLG stake:** 80%
- **Partners:** Serco (10%), John Holland (10%)
- **Sub-contractors:** John Holland (D&C), Serco (O&M)
- **Concession length:** 20 years
- **Location:** Grafton, New South Wales
- **Description:** 1,700 bed correctional facility focused on rehabilitation

Active asset management
- Consortium formation
- Lead role in project delivery: all-JLG employee SPV team

Responsible infrastructure investment
- Focus on rehabilitation and reducing re-offending
- Modern facility
- Vocational training to facilitate reintegration and reduce re-offending
- Job creation: up to 600 permanent staff (>1,200 during construction)

Attractive secondary market asset
- Critical infrastructure with attractive ESG credentials
- Availability-based, yielding asset with a 20-year concession from a AAA-rate State Government
Australian PPP & greenfield short-listed positions

North East Link: availability-based road project in Melbourne

- Project to complete the outer metropolitan ring road around Melbourne, including the construction of twin 6km, 3-lane tunnels
- Part of the Spark consortium (with WeBuild, GS E&C, China State Construction, Capella, Broadspectrum); one of two short-listed

South East Metro Waste-to-Energy: advanced waste processing project in Melbourne

- Project to develop an advanced waste processing solution and alternative to landfill for 16 councils in South East Melbourne
- Part of a consortium with Remondis; one of three short-listed

Redfern Communities Plus: volume-based social infrastructure project in Sydney

- Development of 400-500 new inner-city homes with 30% ear-marked for social housing; part of the NSW government’s build-to-rent programme
- Part of the Redfern Communities consortium (with Compass Housing); one of three short-listed

Australian pipeline driven by traditional PPPs and adjacent greenfield project opportunities
East Rockingham: example of adjacent greenfield project

Project overview

- JLG stake: 40%
- Partners: Masdar, Acciona, Hitachi Zosen
- Sub-contractors: Acciona & HZI (EPC), Suez (O&M)
- Operating life: 40 years+
- Location: 40km south of Perth, Australia
- Description: 300,000 tonnes per annum waste-to-energy plant

Active asset management
- Active role in closing and mobilising the project
- Lead sponsor in project delivery through key roles held in the SPV

Responsible infrastructure investment: enabling a circular economy
- 300,000 tonnes per year of residual waste – would otherwise go to landfill
- c.29MW of baseload energy capacity
- By-products to be recycled
- Community: 40-50 permanent jobs, c.300 during construction

Attractive secondary market asset
- Critical infrastructure with strong ESG credentials
- High degree of contracted waste volumes and energy off-take substantially contracted to provide stable cashflows
## Concluding remarks

- Market-leading Australian PPP business
- Active asset management approach to create value
- Good PPP pipeline and adjacent greenfield projects to drive growth
- Extensive partner network
- Responsible investment and asset management
Areas for Growth

Core-plus Economic Infrastructure
While generating attractive returns, greenfield PPP investment alone will not deliver sufficient future growth and scale for John Laing.

<table>
<thead>
<tr>
<th>Opportunity to grow and scale</th>
<th>Commonalities with our existing projects business</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Larger equity investment tickets</td>
<td></td>
</tr>
<tr>
<td>• Higher ‘velocity of capital’</td>
<td></td>
</tr>
<tr>
<td>• Longer-term growth potential</td>
<td></td>
</tr>
<tr>
<td>• Flexibility to ‘hold for value’</td>
<td></td>
</tr>
<tr>
<td>• Shared sector expertise and relationships network</td>
<td></td>
</tr>
<tr>
<td>• Leverage existing international footprint</td>
<td></td>
</tr>
<tr>
<td>• Similar risk-adjusted returns and ‘return shift’ opportunity</td>
<td></td>
</tr>
<tr>
<td>• Consistent with our ESG strategy</td>
<td></td>
</tr>
</tbody>
</table>

Sizeable and growing market in mid-market Core-plus economic infrastructure
Core-plus is a sizeable and growing opportunity

**Historical Core-plus deal value in key geographies**
2008-2019 (US$ billion)

- **Australia**
- **Western Europe**
- **North America**

**2008-19 CAGR:**
- **Total:** 21%
- **Australia:** 12%
- **Western Europe:** 20%
- **North America:** 23%

Sources: InfraTech; Infrastructure Journal; Bain analysis
### Core-plus economic infrastructure opportunity

**Characteristics:**

<table>
<thead>
<tr>
<th>Icon</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>📈</td>
<td>Operational businesses or platforms with good growth potential</td>
</tr>
<tr>
<td>₤</td>
<td>Attractive risk-adjusted returns</td>
</tr>
<tr>
<td>🚆</td>
<td>Asset intensive with strong market position</td>
</tr>
<tr>
<td>⚡</td>
<td>Provide essential or critical services</td>
</tr>
<tr>
<td>🔒</td>
<td>Long-term resilient cash flow</td>
</tr>
<tr>
<td>🔒</td>
<td>Acceptable level of demand or market risk</td>
</tr>
</tbody>
</table>

Opportunity to grow businesses and de-risk them over time to become larger Core economic infrastructure, which represent highly attractive assets in the secondary market.
### Characteristics of Core-plus economic infrastructure

**Operational businesses or platforms with good growth potential**
- Mid-market focus with typical equity investments of c.£100-300m
- Opportunities to add value and grow, organically and/or inorganically

**Asset intensive with strong market position**
- Owns assets in perpetuity or has exclusive access under long-term contract
- Assets that are difficult to replicate without significant time and capital

**Long-term resilient cash flow**
- Good visibility on future cash flows, including good contracted levels

**Attractive risk-adjusted returns**
- 10-14% returns per annum

**Provide essential or critical services**
- Services are critical to customer’s business or operating requirements

**Acceptable level of demand or market risk**
- Less cyclical or correlated to the broader economy than traditional Private Equity
<table>
<thead>
<tr>
<th>Why we can be successful</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mid-market economic infrastructure space is under served</strong></td>
</tr>
<tr>
<td><strong>Availability of flexible balance sheet capital to invest</strong></td>
</tr>
<tr>
<td><strong>Leveraging our existing platform and capabilities</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Visibility of investment pipeline</strong></td>
</tr>
</tbody>
</table>
Significant mid-market opportunity

Transaction value and fund size

- Large deals (US$1bn+)
  - 12%
- Mid-size deals (US$100-999m)
  - 42%
- Small deals (<US$100m)
  - 46%

Global infrastructure deals, 2009 - 2019

- Infrastructure deals completed by transaction value
- Un-listed infrastructure dry power by fund size

- Large funds (US$2bn or more)
  - 49%
- Upper mid-market funds (US$1-1.9bn)
  - 23%
- Lower mid-market funds (US$500-999m)
  - 16%
- Small funds (less than US$500m)
  - 12%

Source: Preqin
Optimise and Enhance
Our strategic pillars and priorities

<table>
<thead>
<tr>
<th>GROW</th>
<th>OPTIMISE</th>
<th>ENHANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-focus and optimise core greenfield PPP business</td>
<td>Portfolio and capital management</td>
<td>Organisation and capabilities</td>
</tr>
<tr>
<td>Grow adjacent greenfield Projects alongside PPP</td>
<td>Operating costs and efficiencies</td>
<td>ESG strategy and integration</td>
</tr>
<tr>
<td>Build Core-plus investment capabilities</td>
<td>Processes and operating model</td>
<td>Financial and funding model</td>
</tr>
<tr>
<td>Assess opportunities to grow platform inorganically</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OPTIMISE

ENHANCE

Portfolio and capital management
Focused and re-shaping the business

Re-focused and optimised PPP & Projects business

- Single PPP & Projects business, integrated across regions, with common leadership
- Clear focus in US, Australia and Colombia where we have competitive advantage and see good flow of opportunities
  - Leverage platform to grow into Adjacent Greenfield Projects
  - Selective approach to other geographies
- Focus on larger equity investment ticket sizes
  - Improve resources/costs efficiency to enhance portfolio returns
  - Opportunistically enhance existing positions through accretive stake acquisitions
- Focus on more complex and differentiated projects
  - Play to our asset management expertise, where we can add value and enhance returns

Reduce exposure to Renewable Energy

- Realise over time, reducing exposure to merchant power prices and reducing volatility in returns
- Manage intensively existing assets and prepare for realisation over next 2 years
- Focus on realising at right time and under right conditions to maximise value
- Re-invest capital into more attractive areas

Clear priorities and investment focus
## Clear investment focus

<table>
<thead>
<tr>
<th>Region: Strategic focus</th>
<th>North America</th>
<th>APAC</th>
<th>Latin America</th>
<th>UK &amp; Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenfield PPP and adjacent projects</td>
<td>Greenfield PPP and adjacent projects</td>
<td>Greenfield PPP and adjacent projects</td>
<td>Build Core-plus capabilities</td>
<td></td>
</tr>
<tr>
<td>US</td>
<td>Australia</td>
<td>Colombia</td>
<td>Adjacent greenfield projects</td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>New Zealand</td>
<td>Peru</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region: Geographical focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
</tr>
<tr>
<td>Canada</td>
</tr>
<tr>
<td>Australia</td>
</tr>
<tr>
<td>New Zealand</td>
</tr>
<tr>
<td>Colombia</td>
</tr>
<tr>
<td>Peru</td>
</tr>
<tr>
<td>Western Europe</td>
</tr>
</tbody>
</table>
Renewable Energy portfolio value of £297 million, representing 25% of total portfolio value

- Agreed sale of Australia wind portfolio marks material progress in reducing Renewable Energy exposure
- Largely operational portfolio, being prepared for realisation over next two years

**Renewable Energy portfolio value breakdown**

**By Stage of Lifecycle**
- 94% Primary
- 6% Secondary

**By Type**
- 40% Solar asset
- 60% Wind asset

**Commitment to reduce exposure to Renewable Energy through realisations over next two years**

*Note:* pro forma and based on the portfolio as at 30 September 2020, adjusted to exclude assets under agreed sales and to include the agreed purchase of an additional stake in the H77; all valued at the transaction price
Actively managed portfolio

Actively manage secondary portfolio for value

- Seek realisations where we can maximise value for shareholders
  - Assessing each asset; whether to hold for longer or realise for value
  - Detailed exit plans developed for each asset, ready to execute
  - Individual asset plans considered through lens of optimising portfolio value and efficient balance sheet management

- Rationalisation of low contribution assets
  - Rigorous assessment of value contribution of each asset to portfolio
  - Rationalise tail of ‘low contribution’ assets, e.g. low yield and/or sub-scale, to improve asset management efficiency and enhance returns

Disciplined portfolio construction and segmentation approach

- Focus on portfolio construction to ensure an attractive and balanced portfolio
- New portfolio segmentation approach

Active portfolio management with focus on generating strong capital returns through realisations
Shape of our secondary portfolio

Total secondary assets portfolio value of £839 million

Secondary portfolio value breakdown

By **Revenue type**
- PPP: availability-based: 33%
- Renewable Energy: 55%
- PPP: volume-based: 12%

By **Region**
- Australia: 19%
- North America: 43%
- UK & Europe: 38%

**Note:** Analysis shows proforma portfolio value at 30 September 2020, adjusted for the disposal of our 30% interest in IEP East and the announced sale of the Australian wind portfolio. The analysis also excludes Buckthorn (earnout) and certain legacy assets (Hastings, DARA, Solar House, Tarraby/Farm).
Approach to realisations

- Committed to maximising value from secondary assets through realisations
  - Divestment plans in place for each asset, to ensure ready for sale with good operational track record

- Disciplined approach
  - Sell assets only when ready
  - Focus on value optimisation, including yield

- Good progress in H2 2020 with realisations of IEP East and Australian wind farm portfolio
  - Realised at uplifts to book value

- Dividend policy: shareholders share directly in our realisation successes

Secondary portfolio capable of generating attractive realisation results, at or above book value
## Realisations to date in 2020

12 realisations including **10 Renewable Energy projects**

<table>
<thead>
<tr>
<th>Date announced</th>
<th>Realised projects</th>
<th>Sector</th>
<th>Country</th>
<th>Cash proceeds</th>
<th>vs Book value</th>
<th>Money multiple</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 March 2020</td>
<td>Buckthorn Wind Farm</td>
<td>Renewable Energy</td>
<td>US</td>
<td>£44m</td>
<td>-1%</td>
<td>0.9x</td>
</tr>
<tr>
<td>23 March 2020</td>
<td>Pasilly Wind Farm</td>
<td>Renewable Energy</td>
<td>France</td>
<td>£26m</td>
<td>+2%</td>
<td>1.0x</td>
</tr>
<tr>
<td></td>
<td>St Martin Wind Farm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sommette Wind Farm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 May 2020</td>
<td>Auckland South Corrections Facility</td>
<td>Social Infrastructure</td>
<td>New Zealand</td>
<td>£18m</td>
<td>-1%</td>
<td>2.5x</td>
</tr>
<tr>
<td>18 September 2020</td>
<td>IEP East</td>
<td>Rail</td>
<td>UK</td>
<td>up to £422m</td>
<td>+22%</td>
<td>5.8x</td>
</tr>
<tr>
<td>19 October 2020</td>
<td>Australian wind farm portfolio</td>
<td>Renewable Energy</td>
<td>Australia</td>
<td>£158m</td>
<td>+3%</td>
<td>1.5x</td>
</tr>
</tbody>
</table>

**Recent realisations at uplifts of book value underpin overall portfolio value**
Active portfolio management approach

A number of assets are low contributors to the secondary portfolio yield

![Chart showing 5-year average forward dividend yield](chart.png)

Focus on rationalising the secondary portfolio for value

1 Analysis shows 5-year forward looking average dividend yield (excluding equity injections) as at 30 September 2020. Excludes IEP East, the Australian wind portfolio and certain smaller legacy assets. Includes purchase of additional stake in I-77
Active portfolio management approach

A number of assets where economic interest is sub-scale

![](chart.png)

Value of asset (£m) as at 30 September 2020

- **Low contributors**
- **Average value**

- **Wind generation**
- **Solar generation**
- **PPP: volume-based**
- **PPP: availability-based**

**Focus on rationalising the secondary portfolio for value**

1 Analysis shows proforma portfolio value at 30 September 2020, adjusted for assets under agreed sales or acquisition and valued at transaction price (IEP East, Australian wind farm portfolio, 1-77)
## Portfolio segmentation approach

<table>
<thead>
<tr>
<th>Key categories</th>
<th>Comments</th>
<th>Hold period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary assets</td>
<td>• Greenfield projects</td>
<td>Until operational and ready for sale</td>
</tr>
<tr>
<td>Maturing assets</td>
<td>• Requires further operational track record or</td>
<td>Until optimised and ready for sale</td>
</tr>
<tr>
<td></td>
<td>ramp-up period to be fully operational</td>
<td></td>
</tr>
<tr>
<td>Ready for sale</td>
<td>• Divestment planning or process underway</td>
<td>Realise in short-term</td>
</tr>
<tr>
<td>Hold for value</td>
<td>• Strong yield assets; accretive to portfolio</td>
<td>Depending on funding needs and portfolio construction; provides optionality</td>
</tr>
<tr>
<td></td>
<td></td>
<td>to realise</td>
</tr>
<tr>
<td>Manage intensively</td>
<td>• Turn-around situations</td>
<td>Depending on remediation plan,</td>
</tr>
<tr>
<td></td>
<td>• Significant remediation required</td>
<td>opportunistic approach to realisation</td>
</tr>
</tbody>
</table>

**Focus on managing carefully portfolio construction**

**Introduction of portfolio segmentation approach**
### Portfolio segmentation approach (continued)

<table>
<thead>
<tr>
<th>Key categories</th>
<th>Selected examples</th>
<th>Portfolio Value (%)¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Primary assets</td>
<td>• Ruta del Cacao</td>
<td>c. 30%</td>
</tr>
<tr>
<td></td>
<td>• Transform 66</td>
<td></td>
</tr>
<tr>
<td><strong>2</strong> Maturing assets</td>
<td>• Clarence Correctional Centre</td>
<td>c. 30%</td>
</tr>
<tr>
<td></td>
<td>• Sydney Light Rail</td>
<td></td>
</tr>
<tr>
<td><strong>3</strong> Ready for sale</td>
<td>• Live Oak</td>
<td>c. 15%</td>
</tr>
<tr>
<td><strong>4</strong> Hold for value</td>
<td>• Denver Eagle P3</td>
<td>c. 10%</td>
</tr>
<tr>
<td><strong>5</strong> Manage intensively</td>
<td>• Alder Hey</td>
<td>c. 15%</td>
</tr>
<tr>
<td></td>
<td>• Sunraysia</td>
<td></td>
</tr>
</tbody>
</table>

¹ Pro forma: based on the portfolio valuation as at 30 September 2020, adjusted to exclude assets under agreed sales and to include the agreed purchase of an additional stake in the I-77; all valued at the transaction price. Also excludes certain legacy assets.

Focus on managing carefully the portfolio
Introduction of portfolio segmentation approach
Operating costs and efficiencies

OPTIMISE

ENHANCE
Simplified and more cost efficient organization

Re-focusing of Group’s resources and capital in regions and sectors where we have demonstrable competitive advantage and see greatest opportunities

<table>
<thead>
<tr>
<th>Organisational simplification and focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Simplification of organisational structure with PPP &amp; Projects business now integrated across all regions, under common leadership</td>
</tr>
<tr>
<td>• Re-focusing of PPP &amp; Projects business on core investment areas where we have competitive advantage</td>
</tr>
<tr>
<td>• Greater central control and consistency</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs more aligned with investment strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implementation of cost reduction programme generating £6 million of annualised run-rate cost savings</td>
</tr>
<tr>
<td>- Optimising resources with a tighter investment focus and greater centralisation</td>
</tr>
<tr>
<td>• Re-allocation of cost savings to growth initiatives, including building Core-plus team</td>
</tr>
<tr>
<td>• Further efficiencies expected over time as we realise non-core Renewable Energy assets</td>
</tr>
</tbody>
</table>
### Cost savings to be re-allocated to growth initiatives

<table>
<thead>
<tr>
<th>Cost efficiency areas</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- c.15% reduction in Group’s total headcount</td>
<td>- Closure of Paris and Tel Aviv offices, downsizing of Schiphol office</td>
<td>- Reduction in indirect and other Group overhead costs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating cost savings</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Targeted annualised run-rate operating cost savings of £6 million</td>
<td>- Cost savings against baseline of estimated run-rate operating costs of £45 million(^1), representing a reduction of 13%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation costs</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Up to £4 million of one-off implementation costs (largely costs associated with redundancies) to be incurred during the financial year 2020 and 2021</td>
<td>- Majority of costs incurred in 2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Targeting £6 million of run-rate cost savings**

**Re-allocation of cost savings into growth initiatives, including building Core-plus team**

---

\(^1\) Reflects run-rate non-PMS staff and overhead costs as at August 2020
**Strategic objective: creating a cost competitive platform with scale**

- Strategic objective to create a scale platform with a more efficient operating model
- Scale and cost efficiency will reduce dilution of returns:
  - Operating costs of c.2.9%\(^1\) of NAV currently
  - Industry benchmarks are 1.5% or better for larger platforms
  - Opportunity to enhance shareholder returns over time
- Focus on higher value business:
  - Larger equity investment tickets will increase cost efficiency and enhance portfolio returns
  - Objective for third-party capital fees and portfolio income to cover costs over time

\(^1\) Reflects run-rate operating costs of c.£45 million (non-PMS staff costs and overheads) at 31 August 2020 and the Q3 NAV value at 30 September 2020
Processes and operating model
Strengthening of processes

Strengthening of our investment, asset management and divestment processes to ensure consistency and discipline

**Review**
- Detailed review of processes undertaken
- Supplemented by review by external consultants, including targeted deep-dive reviews of specific projects to assess processes
- Number of improvement initiatives defined with implementation substantially completed by end of 2020

**Approach**
- Increased centralisation of control
- More integrated approach across the business; no regional siloes
- Local teams and sector expertise, with discipline of group allocation of capital and oversight of portfolio management

**Improvement initiatives substantially implemented**
**Expect to see benefits over time**
Investment process: actions taken

Streamline processes
- Combining of the previously separate Investment and Divestment Committees
- Single Investment Committee involved in the full spectrum of key decisions from investment through to divestment
  - Aligned with managing the overall capital allocation of the Group and considering portfolio construction

Greater oversight, integration and control
- Investment Committee more involved in early stages of investment screening process
  - Ensuring more efficient allocation of resource and capital, and focus on ESG
- More systematic screening process of early stage opportunities
- More integrated approach across all regions of the business to ensure shared expertise
- Central monitoring of overall ‘funnel’ of investments and divestments to ensure overall portfolio position and liquidity is monitored more dynamically

Strengthened skills and capabilities of Investment Committee
- Increased investment-led experience in membership
- Addition of two Co-Heads of PPP & Greenfield Projects: Anthony Philips and Justin Bailey
- Addition of Senior Adviser to IC: Susan Shehata
**Strengthened Investment Committee**

**Ben Loomes**  Chief Executive Officer

Ben joined John Laing as Chief Executive Officer in May 2020. He has over 20 years of experience in the infrastructure sector across investing, fund management, fundraising and corporate finance. Previously, Ben was previously Managing Partner at InfraRed Capital Partners and 3i Infrastructure.

**Mark Westbrook**  Chief Risk Officer

Mark was appointed Chief Risk Officer in 2018. He was previously a Managing Director in the Group’s Primary Investment business. He has served on the Group’s Investment Committee since 2015.

**Anthony Phillips**  Co-Head of PPP and Greenfield Projects

Anthony has 20 years of experience in infrastructure investment in North America, Europe and Asia Pacific. Anthony joined John Laing in 2005 and successfully led John Laing’s entry into the Australia PPP market. Anthony was previously Head of North America.

**Justin Bailey**  Co-Head of PPP and Greenfield Projects

Justin joined John Laing in 2011 when the Group first established an investment team in APAC. In 2014, he took over responsibility for the Group’s primary investment activities. Justin was previously Head of Asia Pacific.

**Derek Potts**  Senior Adviser

Derek joined John Laing in 2001 and was Group Managing Director of Primary Investments until his retirement in 2017. He was responsible for leading JLG’s bidding and investment activities both in the UK and internationally.

**Susan Shehata**  Senior Adviser

Susan has more than 20 years of UK and international experience in transactions and financing across the infrastructure and utilities sectors. She was previously Global Co-Head of Infrastructure & Real Estate Finance at HSBC, having joined HSBC in London in 2004.
### Pro-active approach to asset and portfolio management: actions taken

<table>
<thead>
<tr>
<th>Asset and portfolio review</th>
<th>Early warning monitoring</th>
<th>Early warning monitoring</th>
</tr>
</thead>
</table>
| • Implemented monthly review:  
  – Previously quarterly review process  
  – More regular monitoring and reporting  
  – Enhancement of asset dashboards with more measurable performance tracking from period to period  
  – More integration with portfolio risk management process | • Implemented enhanced early warning monitoring process across portfolio:  
  – More pro-active approach to emerging project issues facilitating quicker decision-making and actions being taken | • Asset and portfolio review process integrated into valuation process:  
  – More centralised oversight of valuation process |
## Divestment process – actions taken

<table>
<thead>
<tr>
<th>Asset-by-asset divestment strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Divestment strategies developed for each asset</td>
</tr>
<tr>
<td>• Detailed planning in place for divestment candidates for 2021 to ensure ‘exit ready’</td>
</tr>
<tr>
<td>• Planning in place for further assets, giving us flexibility to be opportunistic and move quickly if conditions are right</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Central oversight and integration</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Individual asset plans combined with portfolio approach in terms of managing Group capital allocation and overall portfolio construction</td>
</tr>
<tr>
<td>• Dynamic process of reviewing and updating divestment planning as the investment pipeline evolves</td>
</tr>
<tr>
<td>• Group Divestment Director reporting to CEO, recruited this year</td>
</tr>
<tr>
<td>• Central leadership working in partnership with local teams to get the best result</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implemented new divestment framework and scorecards</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Introduced new framework for divestment planning which is integrated with investment and asset reviews, and the Group’s treasury model and liquidity planning</td>
</tr>
<tr>
<td>• Divestment scorecards being implemented to track assets and ensure issues addressed to maximise value in due course</td>
</tr>
<tr>
<td>• Clear objective to maximise value for shareholders</td>
</tr>
</tbody>
</table>
Organisation and capabilities
# Our capabilities and talent agenda

## Review
- Detailed capabilities and talent review completed
- To determine the right resourcing and capabilities, including skill-set of investment team

## Management and leadership changes
- Management team and senior roles restructured and changes implemented
  - Co-Head of PPP & Greenfield Projects business – Anthony Phillips and Justin Bailey
  - Chief Operating Officer – Clare Underwood
  - Group HR Director recruited - Arian Enraght-Moony
- Further recent recruitment:
  - Senior Adviser – Susan Shehata
  - Communications Director – Tashi Lassalle
- Further senior recruitment well progressed, including CFO
- Creation of a diverse and talented management team

## New investment and origination capabilities
- Expertise in adjacent sectors being added
- Capabilities to be built in Core-plus
Recent additions to our team and Board

**Ariam Enraght-Moony**  Group Human Resource Director and Executive Committee member

Ariam is responsible for leading our talent agenda, in particular our commitment to diversity and inclusion. Previously, Ariam served as Vice President of Global Leadership and Diversity at Goldman Sachs, Senior HR Business Partner at Google, and Director of Talent at Winton Capital.

**Susan Shehata**  Senior Adviser to the Investment Committee

Susan has more than 20 years of UK and international experience in transactions and financing across the infrastructure and utilities sectors. She was previously Global Co-Head of Infrastructure & Real Estate Finance at HSBC, having joined HSBC in London in 2004.

**Lisa Stone**  Non-Executive Director

Lisa has extensive investment experience in private equity across a broad range of sectors. Lisa was a Founding Partner of HgCapital, between 1999 and 2017.

**Leanne Bell**  Non-Executive Director

Leanne has extensive investment experience in global power infrastructure and utilities across the US, UK and Western Europe. Leanne was from 2013 to 2014 the Chief Financial Officer of Synergy Renewables LLC, from 2008 to 2013 Managing Director of Tiger Infrastructure Partners and from 1997 to 2008, Managing Director of GE Energy Financial Services.

Addition of diverse talent
Reward strategy review

- Group-wide review of remuneration to be launched in early 2021
- Remuneration is a key strategic tool to support our strategic pillars and to drive performance
- Remuneration review is driven by the following key principles:

<table>
<thead>
<tr>
<th>Equitable and transparent split of returns</th>
<th>Alignment with our strategic pillars</th>
<th>Focused on creating stakeholder value</th>
</tr>
</thead>
</table>
| • Between key stakeholders including between employees, shareholders and re-investment into the business | • Clear link to driving performance to achieve growth  
• Optimisation of our cost base  
• Attraction, retention and motivation of the right talent | • Clear line between remuneration and shareholder returns  
• Focus on financial and non-financial KPIs |

Key principles and approach
Reward strategy review (cont.)

Overall timetable and key next steps

- **Early 2021**: Full review of reward strategy
- **Mid-late 2021**: Shareholder consultation on proposed changes
- **Mid 2022**: Any formal shareholder approvals to be sought at AGM in May 2022
- **2022**: Implementation or changes to remuneration arrangement

Development of reward strategy
ESG strategy and integration
Delivering responsible infrastructure solutions

Our Purpose
To **create value** for **all our stakeholders** by investing in, developing and actively managing infrastructure which responds to **public needs**, fosters **sustainable growth** and improves the lives of communities around the world.

3 areas of focus:

<table>
<thead>
<tr>
<th>Investment Strategy</th>
<th>People</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset targeting and screening</td>
<td>Diverse and engaged talent</td>
<td>Responsible asset management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Good corporate citizenship</td>
</tr>
</tbody>
</table>

Growth underpinned by focus on sustainable investments, responsible management and engaged talent.

- Integral to purpose and strategy
- Increasing ESG integration
- Evolution of targets and reporting
Value of a leading sustainability approach

- Social value
- Partner of choice
- Access to and cost of capital
- Talent attraction and retention
- Valuations on exit

Our Journey continues with a higher level of ambition

2021: focus on embedding a more systematic approach to ESG
Sustainable infrastructure: fundamental benefits to society

**RAIL**
- Provision of safe, affordable, accessible and sustainable transport
- Increasing connectivity and supporting economic development
- Enabling decarbonisation of transport networks

**ROADS**
- Investing in road projects focused on improved mobility, road safety and reduced environmental impact
- Innovative solutions such as managed lanes reduce urban congestion and pollution, with potential to halve journey times

**SOCIAL**
- Positive social outcomes and job creation for communities
- Reducing reoffending rates through safe and thoughtful correctional facility design
- Investments in hospitals enable improved health outcomes

**WASTE TO ENERGY**
- Carbon friendly and affordable solutions for electricity generation and waste management
- Provision of sustainable baseload electricity through circular economy

**DIGITAL INFRASTRUCTURE**
- Investing in resource efficient infrastructure for the long-term
- Facilitating reliable connectivity for individuals and businesses

**ENERGY TRANSITION**
- Electrification of energy use, the fundamental shift needed to reduce emissions
- Improving accessibility of sustainable power generation and efficiency of consumption
Financial and funding model
Strong balance sheet and liquidity

- Strong liquidity position, driven by recent realisation successes
- Well funded for new investments and shareholder distributions
  - Available financial resources of over £500 million

- £650m Revolving Credit Facility
  - £500m tranche maturing in July 2023
  - £150m tranche maturing in January 2022; currently being renewed to January 2023

Well funded with access to permanent and flexible capital
Our efficient capital management

Our approach

• Our aim is to manage our balance sheet efficiently

• Capital management strategy to provide financial flexibility to pursue new investment opportunities while minimising levels of unutilised cash balances

• Our RCF is used as a flexible way to provide funding for new investment opportunities
  − Realisation proceeds are then used to repay the RCF

• Active monitoring of cash balances held and generated from realisations, to ensure that we maintain a level of cash which covers our annual dividends and operating costs

We aim to hold a good level of liquidity for new investments while at the same time minimising dilution to returns from holding excess cash
## Future enhancement of our financial and funding model

### Challenges of current model
- Balance sheet capital only model constrains growth
- Sometimes limits flexibility to hold operational assets for longer to maximise value and manage portfolio construction effectively
- Can be challenging to manage balance sheet efficiently as investing and divesting are not always in lock-step
- Dilution of shareholder returns as portion of cash proceeds from realisations used to pay operating costs

### Strategic objective
- Stronger financial and funding model through investing our balance sheet alongside managing third-party funds
- Generating an attractive combination of capital upside as well as sustainable and growing annual profits
- Capable of attracting a premium valuation

### Benefits of third-party capital
- Third-party capital would bring annual fee income, reducing return drag of operating costs and enhancing shareholder returns
- Enhances ability to scale the capital managed by the Group and get benefits of operating leverage (for example, reduction of costs as % of AUM)
- Flexibility to hold assets for longer to maximise value and manage portfolio construction more effectively, balancing capital return and yield
- Able to better manage balance sheet exposure to volume-based assets (e.g. large Managed Lanes projects) and developing market risk (e.g. Latin America)
Future enhancement of our financial and funding model

Strategic objectives:

- Stronger financial and funding model through investing our balance sheet alongside managing third-party funds

- Generating an attractive combination of capital upside as well as sustainable and growing annual profits

- Capable of attracting a premium valuation

Aim to develop third-party funds management activities over time – scale within next 5 years
Illustrative capital and returns bridge

**Opportunity:**
Good potential to reduce proportion of operating and financing costs as platform scales and third-party fees off-set costs, driving enhanced returns

### Capital allocation
- **Illustrative current position:**
  - Realisations and portfolio income: 100%
  - Funds to invest: 70%
  - Net operating costs¹: 15%
  - Debt repayment and interest: 5%
  - Shareholder distributions: 10%

### Returns bridge
- **Illustrative current position:**
  - Illustrative project return: 12%
  - Net operating costs (drag): 3%
  - Leverage (benefit): 1%
  - Implied net return to shareholders: 10%

---

**Good potential to improve capital available for shareholder distributions and re-invested capital**

¹ Including disposal costs; Analysis excludes cash pension contributions
Opportunities for future enhancement

Number of future opportunities that we will be reviewing with the aim of enhancing returns

Review of leverage and liability management

- Debt facilities and leverage review and policy
- FX hedging approach and policy
- Broader liabilities management
- Review to be undertaken in 2021, led by new CFO

Third-party funding opportunities

- Aim to develop third-party fund management business within next 5 years
- US Managed Lanes
  - Sizeable equity investment opportunities, e.g. Maryland bid
  - Managing volume risk exposure on balance sheet; opportunity to manage across combination of balance sheet and third-party funds
- Latin America
  - Healthy pipeline of future investments in Colombia
  - Managing developing market risk on balance sheet; opportunity to manage across combination of balance sheet and third-party funds
- Core-plus
  - Invest in business with balance sheet initially
  - Given larger equity investment ticket sizes and opportunity to scale, consider third-party funding in future
Hybrid financial model: balance sheet combined with third-party capital

Creating shareholder value through leading with our balance sheet and managing third-party capital

John Laing Group

Balance sheet investing
Investing own balance sheet

- Portfolio income
- Capital gains

- Operating costs
- Funding costs

Fund Management activities
Managing third-party capital

- Fee income
- Carried interest and performance fees

- Operating costs

Types of return:

Key valuation metrics:

P/NAV

P/E

Proven and recognised model in the UK-listed market; capable of attracting a premium valuation over time
Vision and Conclusion
A clear vision and strategy

A leading international investor and manager of balance sheet and third-party capital across a range of infrastructure sectors, delivering attractive and sustainable shareholder returns over the longer term.

Positioning John Laing for sustainable growth

- Diversified & scalable platform
- Efficient operating model
- Strong financial & funding model
- Integrated ESG principles
Our strategic objectives:

- Win and develop greenfield projects and manage through to operational projects
- Invest in Core-plus economic businesses and develop scalable platforms
- Use our strong balance sheet and permanent capital
- Align our operating costs to the market opportunity
- Realise investments at good cash-on-cash multiples and uplifts to book value
- Increase shareholder distributions

We manage our portfolio actively and generate strong capital returns through realisations. Generating shareholder distributions and capital to re-invest in new opportunities.
### Portfolio returns

<table>
<thead>
<tr>
<th>John Laing Portfolio</th>
<th>Expected Portfolio Returns per annum</th>
<th>Leverage Assumption</th>
<th>Operating Costs</th>
<th>Return to Shareholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPP &amp; Projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability-based</td>
<td>9-11%</td>
<td>Average net debt/</td>
<td>2.5–3.0%</td>
<td>9-12%</td>
</tr>
<tr>
<td>(North America &amp; Australia)</td>
<td></td>
<td>gross portfolio value</td>
<td>of NAV per annum</td>
<td></td>
</tr>
<tr>
<td>PPP &amp; Projects</td>
<td>11-13%</td>
<td>20–25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability-based</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Colombia)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPP &amp; projects</td>
<td>12-14%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volume-based</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(North America &amp; Australia)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPP &amp; Projects</td>
<td>14-16%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volume-based</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Colombia)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core-Plus</td>
<td>10-14%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sustainable return target of 9-12% per annum to be achieved over the medium term**

**Note:** Based on composition of target JLG portfolio at constant currency; excludes possible movements on the pension surplus through reserves
Good visibility for dividends for 2020 and 2021

- Agreed realisations of IEP 2 and Australian wind farms provide good visibility for dividends for 2020 and 2021

- Potential upside through further realisations planned in 2021

### Total dividends

<table>
<thead>
<tr>
<th>Year</th>
<th>Pence per share</th>
<th>£30m</th>
<th>£42m</th>
<th>£47m</th>
<th>£47m</th>
<th>£40-51m</th>
<th>£47-66m</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>7.0</td>
<td>10</td>
<td>18</td>
<td>20</td>
<td>20</td>
<td>12-23</td>
<td>19-38</td>
</tr>
<tr>
<td>2017</td>
<td>8.9</td>
<td>20</td>
<td>24</td>
<td>27</td>
<td>27</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>2018</td>
<td>9.5</td>
<td>20</td>
<td>24</td>
<td>27</td>
<td>27</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>2019</td>
<td>9.5</td>
<td>20</td>
<td>24</td>
<td>27</td>
<td>27</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>2020</td>
<td>8.1-10.3²</td>
<td>20</td>
<td>24</td>
<td>27</td>
<td>27</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>2021</td>
<td>9.5-13.4²</td>
<td>20</td>
<td>24</td>
<td>27</td>
<td>27</td>
<td>28</td>
<td>28</td>
</tr>
</tbody>
</table>

### Gross proceeds received or expected from realisations

<table>
<thead>
<tr>
<th>Description</th>
<th>£204m</th>
<th>£26m</th>
<th>£230m</th>
</tr>
</thead>
<tbody>
<tr>
<td>IEP 2 - first stage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1 2020 realisations¹</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australia wind farms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total proceeds</strong></td>
<td><strong>£230m</strong></td>
<td><strong>£26m</strong></td>
<td><strong>£236m</strong></td>
</tr>
<tr>
<td>Payout assumption 5-10%</td>
<td>5-10%</td>
<td>5-10%</td>
<td>5-10%</td>
</tr>
<tr>
<td><strong>Estimated special dividend</strong></td>
<td><strong>£12-23m</strong></td>
<td><strong>£19-38m</strong></td>
<td><strong>£19-38m</strong></td>
</tr>
</tbody>
</table>

1: H1 2020 total realisations of £88 million adjusted for £62 million of proceeds from two disposals (Buckthorn Wind Farm and Auckland South Corrections Facility) which were included in the 2019 special dividend calculation
2: The analysis assumes 493.0m shares in issue
3: Base dividends for 2020 and 2021 assumed to grow in-line with inflation

Shareholders participate in the success of realisations through the special dividend.
JLG’s evolution: past and future

Geography
- North America
- Europe
- Australia & New Zealand
- Latin America
- Listed investment

Product
- PPP & Projects – availability
- PPP & Projects – volume
- Renewable Energy
- Listed investment
- Economic infrastructure businesses

2015 portfolio
- 13% North America
- 2% Europe
- 75% Australia & New Zealand

2020 portfolio
- 6% North America
- 17% Europe
- 36% Australia & New Zealand

Illustrative future portfolio
- 1% North America
- 17% Europe
- 41% Australia & New Zealand

40 investments
- £890m NAV

33 investments
- £1,549m NAV

1 Pro forma: based on the portfolio as at 30 September 2020, adjusted to exclude assets under agreed sales and to include the agreed purchase of an additional stake in the I-77; all valued at the transaction price
Clear priorities against which you can measure our progress
Disclosure increased already at half-year, and more to come at year-end

Additional financial information and KPIs will be provided as part of our year-end results so that you can measure our progress against our strategic priorities from 2021 onwards

- **Principles**
  - New disclosure and financial indicators aligned with our future strategy
  - Further non-financial information on ESG progress and ambition

- **Evolution**
  - KPIs will evolve over time as we develop the third-party fund management business
  - In due course, aim to breakdown the returns and metrics between balance sheet investing and fund management activities
Enhanced disclosure

- **At the half-year we provided further disclosure:**
  - Investment pipeline: preferred and short-listed bid positions
  - Realisations: cash-on-cash money multiples achieved
  - Investment track record: by project since IPO

- **Additional disclosure at the year-end results:**
  - Value contribution of largest investments
  - Investment portfolio: greater detail on each investment
  - Portfolio leverage: information on leverage at portfolio leverage, in addition to corporate leverage

- **Segmental reporting**
  - In line with our strategy, we will be changing our segmental reporting to be based on business lines rather than regions:
    - PPP & Projects
    - Renewable Energy
    - Further segments to be added in line with strategy
## Enhanced disclosure (cont.)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Current</th>
<th>Future additions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets and Valuation</strong></td>
<td>• NAV per share</td>
<td>• Breakdown of portfolio value by largest projects</td>
</tr>
<tr>
<td></td>
<td>• Portfolio value</td>
<td></td>
</tr>
<tr>
<td><strong>Debt and Gearing</strong></td>
<td>• Group-level</td>
<td>• Portfolio-level information</td>
</tr>
<tr>
<td></td>
<td>• Gross and net debt</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Gearing</td>
<td></td>
</tr>
<tr>
<td><strong>Shareholder returns</strong></td>
<td>• NAV per share growth</td>
<td>• TSR</td>
</tr>
<tr>
<td></td>
<td>• Dividend per share</td>
<td></td>
</tr>
<tr>
<td><strong>Cash realised from portfolio</strong></td>
<td>• Divestment proceeds</td>
<td>• Cash returns (money multiple)</td>
</tr>
<tr>
<td></td>
<td>• Cash yield</td>
<td></td>
</tr>
<tr>
<td><strong>Non-Financial</strong></td>
<td>• Employee turnover</td>
<td>• Further ESG indicators</td>
</tr>
<tr>
<td></td>
<td>• Employee engagement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Diversity</td>
<td></td>
</tr>
</tbody>
</table>
Conclusion: strong platform for growth

Strong and resilient core

- Leading international greenfield PPP business
- Proven investment track record and valuable PPP portfolio
- Strong balance sheet and liquidity

Attractive investment opportunities

- Growing infrastructure market
- Building Core-plus business
- Adding third-party capital

Sustainable value creation
Our plan

Positioning John Laing for sustainable growth

GROW + OPTIMISE + ENHANCE
Appendix
Shape of our investment portfolio

Total portfolio value of £1,181 million¹

- **by Stage of Lifecycle¹:**
  - Primary: 71%
  - Secondary: 29%

- **by Revenue Type¹:**
  - PPP: availability-based: 60%
  - Renewable Energy: 25%
  - PPP: volume-based: 15%

- **by Region¹:**
  - North America: 41%
  - Australia: 17%
  - UK & Europe: 36%
  - Latin America: 6%

74% of portfolio value invested in PPP projects, majority of which have availability-based revenues

¹ Pro forma: based on the portfolio as at 30 September 2020, adjusted to exclude assets under agreed sales and to include the agreed purchase of an additional stake in the I-77; all valued at the transaction price
## Portfolio review: largest PPP assets

### Largest primary investments by value

<table>
<thead>
<tr>
<th>Asset</th>
<th>Location</th>
<th>Sector</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ruta del Cacao</td>
<td>Colombia</td>
<td>HIGHWAYS</td>
<td>Equity holding: 30% Roads project in North Eastern Colombia consisting of the construction and upgrading of new and existing roads</td>
</tr>
<tr>
<td>I-66 Managed Lanes</td>
<td>USA</td>
<td>HIGHWAYS</td>
<td>Equity holding: 10% Largest greenfield toll road project in the USA through PPP, providing 22.5 miles of managed lanes</td>
</tr>
<tr>
<td>I-4 Ultimate</td>
<td>USA</td>
<td>HIGHWAYS</td>
<td>Equity holding: 50% Reconstructed highway providing additional capacity along a 21 mile section of a major tourist route through central Florida</td>
</tr>
<tr>
<td>Melbourne Metro</td>
<td>Australia</td>
<td>RAIL</td>
<td>Equity holding: 30% Major enhancement of the city’s rail network</td>
</tr>
<tr>
<td>MBTA</td>
<td>USA</td>
<td>TRANSPORT</td>
<td>Equity holding: 90% Fare collection and ticketing system upgrade project</td>
</tr>
</tbody>
</table>

### Largest secondary investments by value

<table>
<thead>
<tr>
<th>Asset</th>
<th>Sector</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarence Correctional Centre</td>
<td>SOCIAL</td>
<td>Equity holding: 80% 1,700 bed correctional facility focused on rehabilitation and reduction of reoffending</td>
</tr>
<tr>
<td>Denver Eagle P3</td>
<td>RAIL</td>
<td>Equity holding: 45% Rail project to expand transit across the Denver metropolitan area</td>
</tr>
<tr>
<td>Sydney Light Rail</td>
<td>RAIL</td>
<td>Equity holding: 32.5% Light rail system with capacity for up to 13,500 commuters in peak hours</td>
</tr>
<tr>
<td>New Royal Adelaide Hospital</td>
<td>SOCIAL</td>
<td>Equity holding: 17.26% 800 bed hospital with capacity to admit over 80,000 patients p.a.</td>
</tr>
<tr>
<td>I-77 Managed Lanes</td>
<td>HIGHWAYS</td>
<td>Equity holding: 17.45% Managed lanes spanning 25.9 miles, constructed to ease congestion in Charlotte</td>
</tr>
</tbody>
</table>
Typical PPP project structure

- **Government entity**
  - Project Agreement
    - 15-50 years

- **Investor(s)**
  - Shareholders’ Agreement

- **Special Purpose Vehicle (SPV)**
  - Finance Agreements
    - O&M Agreement
  - Contractor Agreement
    - Fixed price
  -Operator Agreement
    - Fixed price

- **Senior Lender**
Investment value evolution: typical PPP project*

**Construction phase (Primary)**

**Operational phase (Secondary)**

---

**Year**

1 - 6

15 – 30

---

**Value of Investment**

**Potential exit once steady state operations achieved**

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**Financial close investment commitment**

**Cash investment** (timing varies – can be at financial close or deferred)

**Distributions**

**Yield**

**Handback**

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**Tail** (post-debt repayment)

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* Availability based PPP
Board of Directors

Will Samuel
Non Executive Chairman

Chairman since May 2018
Will is an experienced Chairman having previously been Chairman of TSB Bank plc.
He was also Chairman of Howdens Joinery Group, Ecclesiastical Insurance Group plc and H P Bulmer plc, Deputy Chairman of Inchcape plc, Senior Advisor to Lazard & Co Ltd and Senior Advisor to the Prudential Regulation Authority (formerly the Financial Services Authority), a director of Schroders plc and Co-Chief Executive Officer at Schroder Salomon Smith Barney.

David Rough
Senior Independent Director

Appointed in December 2014
David joined Legal and General in 1988 where he held roles as Head of Securities and Group Director (Investments).
He has served as Chairman for Brown Shipley & Co Ltd and the Association of British Insurers’ Investment Committee.
David has been a non-executive and senior independent director on a number of boards, including Hansteen Holdings plc, Land Securities, London Metal Exchange, Friends Provident and Xstrata.

Andrea Abt
Non-Executive Director

Appointed in May 2018
Andrea joined Siemens in 1997 and held various leadership roles, including Head of Supply Chain and Chief Procurement Officer for Infrastructure & Cities from 2011 to 2014.
Since leaving Siemens, Andrea has held numerous non-executive director roles, including on the board of Brammer, SIG plc, Petrofac Ltd and Polymetal International plc.

Jeremy Beeton
Non-Executive Director

Appointed in December 2014
Jeremy was an Advisory Board member of PwC and an independent Non-executive Director of SSE plc. He was previously Director General of the London 2012 Olympic and Paralympic Games from 2007 to 2012. Jeremy served as Chairman of WYG plc and Mersaylink Limited. He was a Principal Vice President with Bechtel.
Jeremy is an independent Non-executive Director of OPG Power Ventures Plc and on the governing Court of Strathclyde University.
Board of Directors (cont.)

Anne Wade  
Non-Executive Director

Appointed in December 2014

From 1995 to 2012, Anne was Senior Vice President and Director of Capital International, responsible for infrastructure-related investments. Anne was previously a Non-executive Director and member of the Governance and Strategy Committee of Holcim.

Anne serves as Director and member of the Audit Committee of Summit Materials Inc in the US, Non-executive Director and member of the Remuneration Committee of Man Group plc, Director of the Heron Foundation.

Philip Keller  
Non-Executive Director

Appointed in January 2020;  
Chair of the Audit & Risk Committee

Philip was the Chief Finance and Operating Officer of Intermediate Capital Group plc. Prior to this, he was Finance Director of ERM Holdings Limited. He has also held senior management roles with Johnson & Johnson Pharmaceutical Group and Glaxo SmithKline.

Philip is an Executive Fellow at Kings Business School. He also sits on the Finance Committee of Kings College and on the boards of the Royal Philharmonic Orchestra and the Northern Ballet.

Leanne Bell  
Non-Executive Director

Appointed with effect from December 2020

Leanne has overseen more than $8bn in global power and infrastructure investments. She serves as an Non-executive Director for a natural gas generation company, regulated life and annuity company and wind generation company. Prior to this, she was the CFO of Synergy Renewables LLC, Managing Director of Tiger Infrastructure Partners and Managing Director of GE Energy Financial Services.

Leanne is a non-executive director of Southwestern Generation Operating Co, Ventient Energy Services and Nassau Companies of New York.

Lisa Stone  
Non-Executive Director

Appointed with effect from December 2020

Lisa is a recently retired founding partner of HgCapital. Prior to this, she was a Director at LucasVarity, and held a number of senior roles at management consulting firms. Lisa has held non-executive positions at SHL, Iris, Disabled People’s Employment Corporation Limited (aka Remploy), Visma AS and Team Systems SA.

Lisa is a non-executive director of Arbor Education Partners, Ticketer, SAM Labs and Smoothwall. Lisa has also been a Trustee and Chair of the Audit Committee of Impetus.
Portfolio discount rates

By discount rate – PPP
WADR 9.4% at 30 September (8.8% at 30 June)

Total: £883 million¹

By discount rate – renewable energy
WADR 8.6% at 30 September (8.6% at 30 June)

Total: £295 million¹

¹ Excludes assets not valued on a DCF basis: £1m in PPP portfolio and £2m in RE portfolio
Sensitivity analysis

At 30 September 2020\(^1\)

- **Discount rate +/- 0.25%**: £(39)m to £41m (8.3p)
- **Exchange rates +/- 5%**: £57m (11.6p)
- **MLF -/+ 5%**: £(15)m to £15m (3.0p)
- **Inflation -/+ 0.25%**: £39m (7.9p)
- **Power & gas -/+ 5%**: £22m (4.5p)
- **Energy Yield P75/P25**: £53m to £48m (9.7p)

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1 Pro forma: based on the portfolio as at 30 September 2020, adjusted to exclude assets under agreed sales and to include the agreed purchase of an additional stake in the I-77; all valued at the transaction price.