

26 May 2021

ASX ANNOUNCEMENT

**APA Group (ASX: APA)**

## APA 2021 Investor Day

### Strategy and capability to deliver growth

APA Group (ASX: APA) today provides the attached presentations from APA Group's management team in relation to its 2021 Investor Day.

The Investor Day will be [webcast](#) live at 9:00am (Sydney time) today, Wednesday 26 May 2021. A replay of the webcast will be made available on APA's website to view on demand for those unable to attend the live webcast. Further details are available on APA's website in the [investor reports and presentation section](#).



Authorised for release by Nevenka Codevelle  
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Australian Pipeline Limited

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#### About APA Group (APA)

APA is a leading Australian Securities Exchange (ASX) listed energy infrastructure business. We own and/or manage and operate a diverse, \$22 billion portfolio of gas, electricity, solar and wind assets. Consistent with our purpose to strengthen communities through responsible energy, we deliver approximately half of the nation's gas usage and connect Victoria with South Australia and New South Wales with Queensland through our investments in electricity transmission assets. We are also one of the largest owners and operators of renewable power generation assets in Australia, with wind and solar projects across the country.



APT Pipelines Limited is a wholly owned subsidiary of Australian Pipeline Trust and is the borrowing entity of APA Group.

For more information visit APA's website, [apa.com.au](http://apa.com.au).

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ahead**

**APA Investor Day  
26 May 2021**

**Strategy and capability  
to deliver growth**

**apa**

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**Acknowledgement:** Certain icons used in the presentation were designed by Freepik, Icongreek26, Nikita Golubev, Eucalypt and Srip from Flaticon.

# Welcome

Ask a question



Please click on [ASK A QUESTION](#)



ASK A QUESTION

Or



Press \*1



# Rob Wheals

CEO & Managing Director

Strategy execution

# Growth strategy with proven capability in energy infrastructure

## Strategy:

- Invest in gas, electricity and renewables infrastructure (contracted and regulated) in Australia and North America
- Leverage our energy infrastructure capabilities into next generation energy technologies (Pathfinder Program)
- Respond to the changing needs of our customers
- Maintain disciplined investment, securityholder returns and a strong balance sheet (including BBB/Baa2 credit ratings)



**Purpose:** We strengthen communities through responsible energy

**Vision:** To be world class in energy solutions

# Proven success as a leading Australian energy infrastructure business

## The drivers of our success to date

- Consolidated pipeline assets across Australia over the past 20 years
  - Built the East Coast Grid
  - Acquired Wallumbilla Gladstone Pipeline, APA's first "off-shore" asset
- Diversified into other energy asset classes (solar and wind)
- Highly contracted and regulated revenues
- Skills and capability in infrastructure operations and development
- Low cost of capital



## Diverse energy infrastructure portfolio

### Gas infrastructure



#### Transmission <sup>(1)</sup>

15,425 km transmission pipelines



#### Storage

12,000 tonnes LNG  
18 PJ gas



#### Processing

90 TJ/day processing plants



#### Distribution <sup>(2)</sup>

>29,500 km gas mains and pipelines  
>1.4 million gas customers

### Power Generation



#### Renewable energy <sup>(1)</sup>

342 MW Wind  
149 MW Solar



#### Gas fired <sup>(1)</sup>

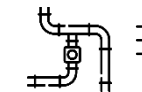
440 MW

### Electricity transmission



243 km high voltage lines<sup>(1)</sup>

### US



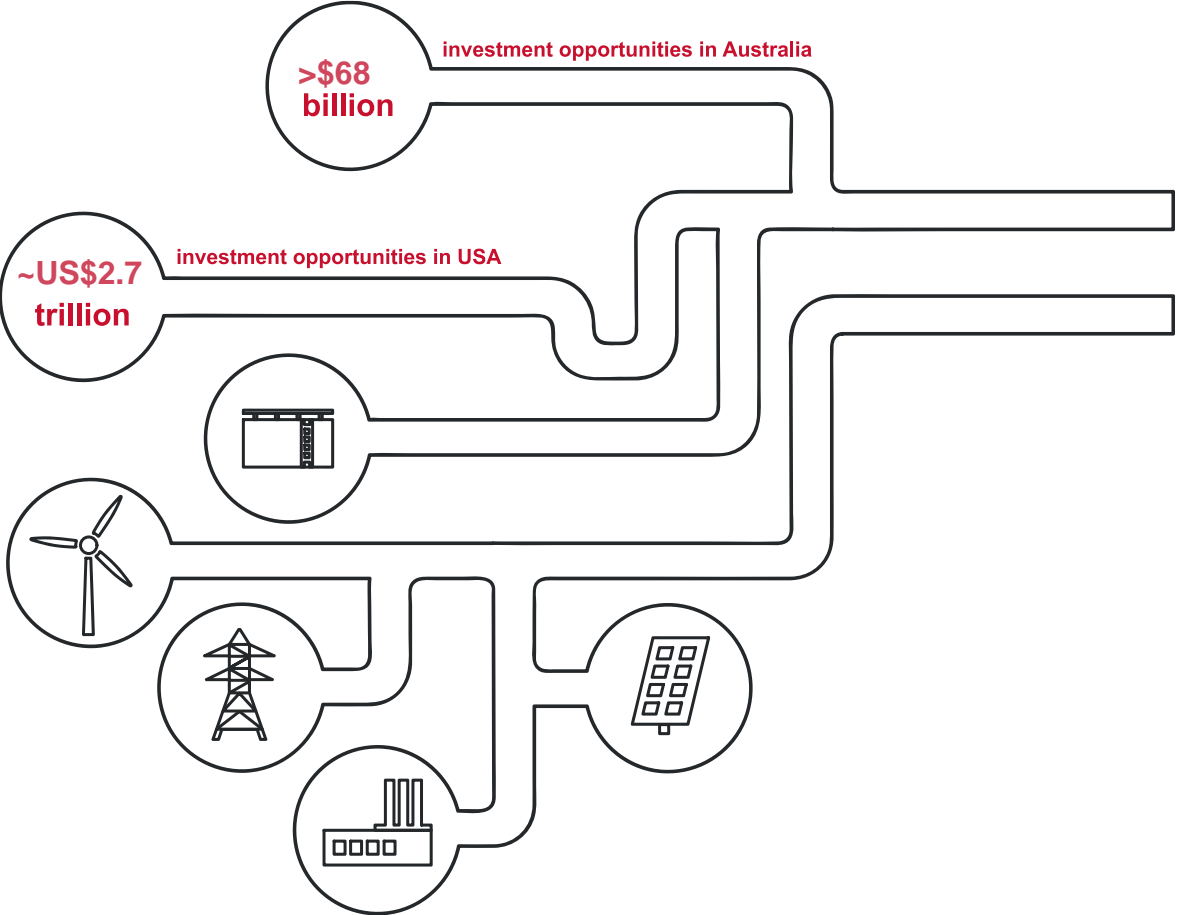
**Entry:** regulated gas or integrated gas and electricity utilities

(1) Includes 100% of assets operated by APA Group, which form part of Energy Investments segment, including SEA Gas and EII (partially owned)

(2) Includes 100% of assets operated by APA Group in Queensland, New South Wales, Victoria and South Australia

# Growth markets for energy infrastructure have informed our strategy

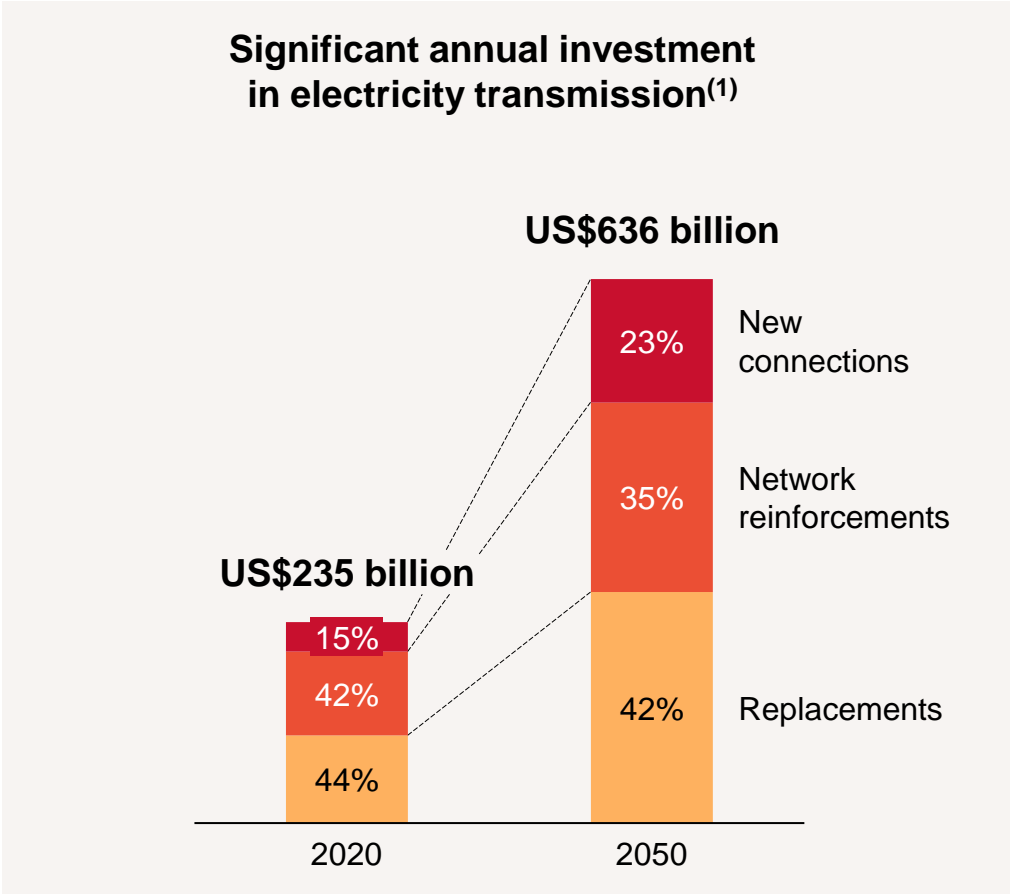
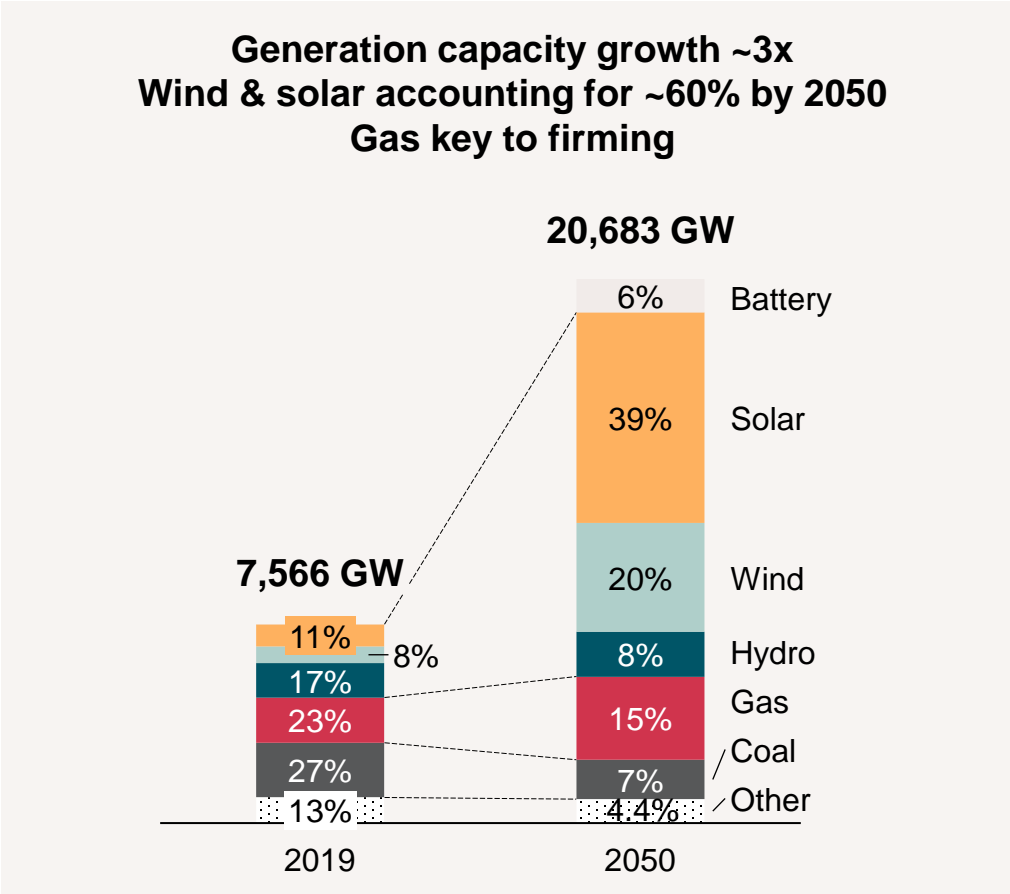
- Significant growth opportunities in renewables and firming, electrification and hydrogen infrastructure
- In Australia - >**\$68 billion of investment opportunities** to 2040
  - Gas pipeline infrastructure \$8 billion
  - Renewables + firming + storage >\$40 billion
  - Electrification (primarily transmission) >\$20 billion
- In USA - ~**US\$2.7 trillion of investment opportunities** to 2040
  - Gas pipeline infrastructure US\$125 billion
  - Renewables + firming US\$1.6 trillion
  - Electrification US\$1 trillion
- The hydrogen economy - up to US\$11 trillion of investments worldwide to 2050



Source: BNEF, AEMO ISP, estimates; 2035 The Report; IEA WEO 2020; INGAA Infrastructure Study; APA estimates  
 1) Based on AEMO ISP includes renewables and gas  
 2) Assumes clean molecules assumptions are based on average hydrogen cost, capital costs based on BNEF  
 3) All investment forecast are in real terms



# Changing generation mix requires significant global investment

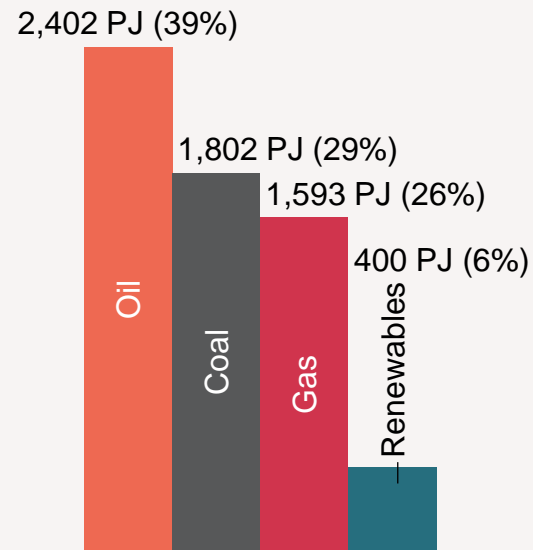


Source: BNEF (Bloomberg New Energy Finance); New Energy outlook 2020; Power Grid long term outlook 2021  
 Note: 1) investments represents real annual spend estimates

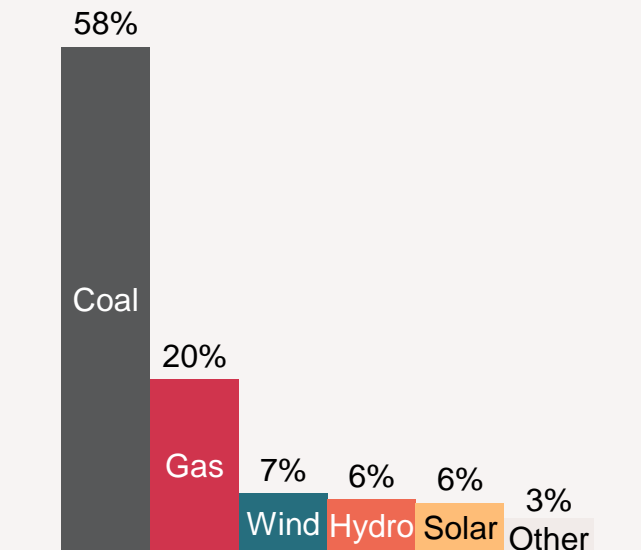
# Gas remains a critical energy source

- Gas accounts for 26% of primary energy consumption
- 40% of domestic gas is used for electricity generation
- 20% of electricity generated from gas<sup>(1)</sup>
- In Victoria – peak gas demand ~1,300TJ/d is equivalent to 2x the peak electricity consumption in Victoria<sup>(2)</sup>
- Gas is critical to offset reliability constraints of renewable energy (firming)

Current Australian primary energy consumption by fuel type<sup>(1)</sup>



Current Australian electricity generation by fuel type<sup>(1)</sup>



Source:

1) Australian Energy Statistics FY2019 data, Australian domestic natural gas flow excluding LNG uses

2) Based on AEMO GSOO 2021 data of Victorian winter peak of 1,300 TJ/d which is equivalent to running the Victorian electricity network at 15,000MW/h for an entire day. 1 GJ = 0.28 MWh

Charts: Department of Industry, Science, Energy and Resources, Australian Energy Statistics, Australian natural gas flows excluding LNG uses and exports - figure 2.3, Table C and Table O, September 2020

# Growth capex accelerating from recent lows

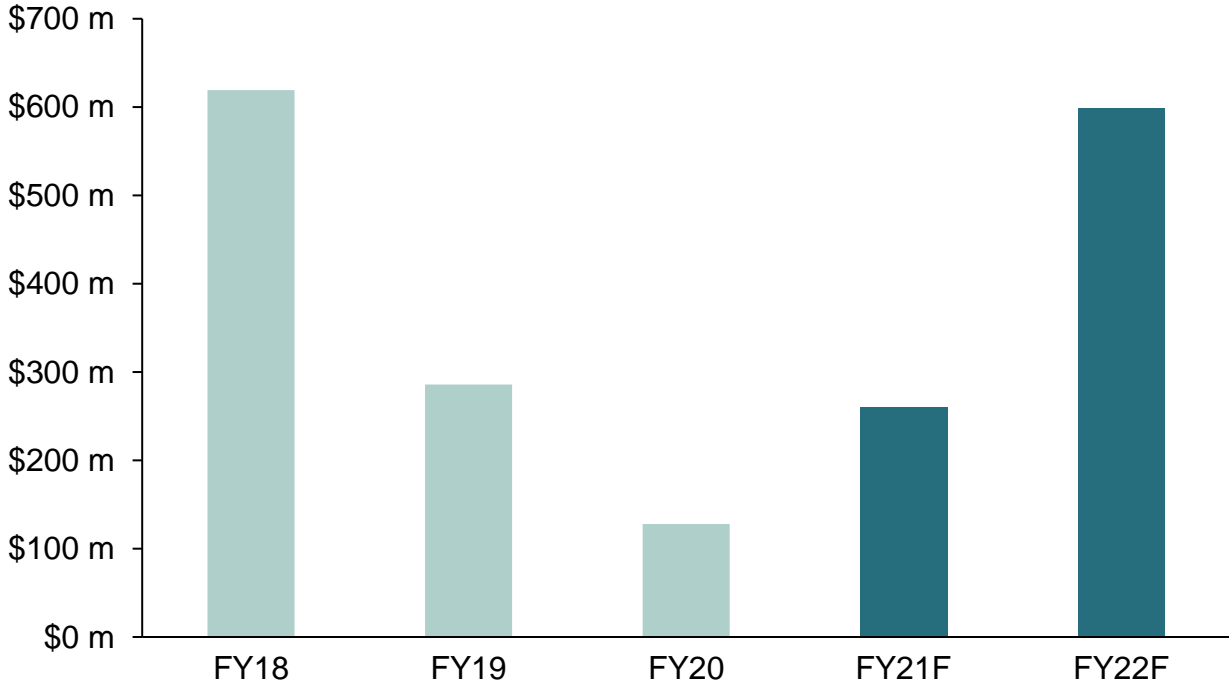
### Current market dynamics

- Policy uncertainty
- Shorter contract terms
- Flexible supply arrangements with customers
- Lower inflationary environment

### Recent developments

- RIS decision outcome
- Northern Goldfields Interconnect
- East Coast Grid expansion
- Gruyere Hybrid Energy Microgrid

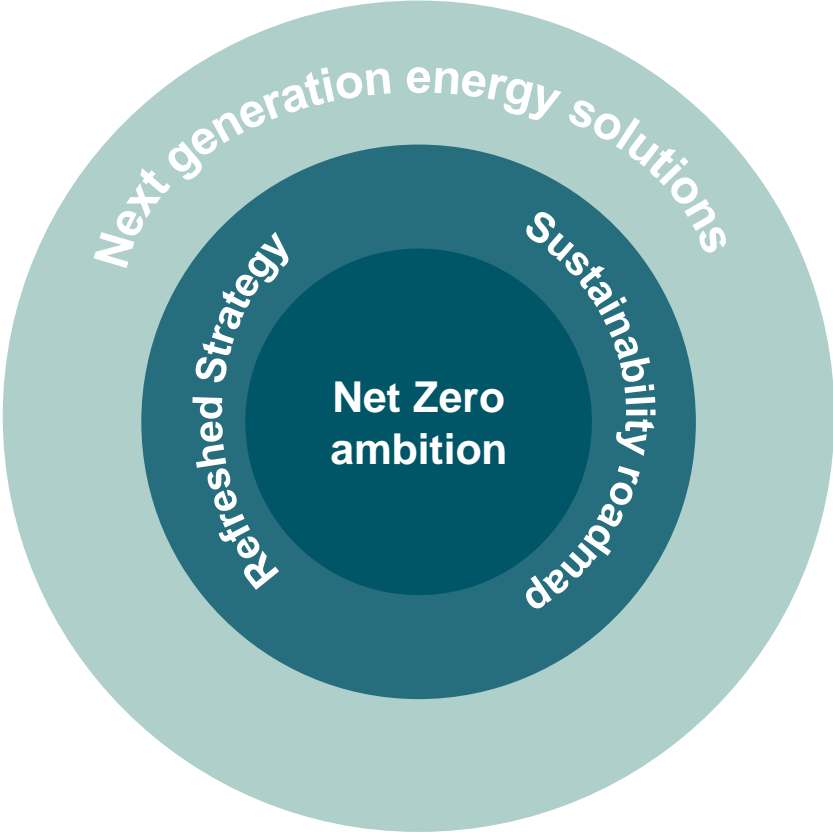
Organic growth capex<sup>(1)</sup>



Note: 1) Excluding Orbest Gas Processing Plant capital expenditure; FY21 and FY22 are forecast estimates, representing committed projects, subject to change.

# Growth strategy aligned with Net Zero ambition and Sustainability Roadmap

- Net Zero ambition embedded in our decision-making
  - Interim targets to be established in FY2022
- A Climate Change Management Plan developed
- Future growth opportunities will be considered against our Net Zero ambition



# The right team to deliver



**Darren Rogers**

## Operations and asset management

- Process safety and security of supply
- Asset life cycle planning and management



**Nevenka Codevelle**

## Governance and external affairs

- Sustainability, community and external affairs
- Governance, legal, risk, compliance and regulatory



**Julian Peck**

## Commercial and strategy

- Business and corporate development
- Customer engagement and contracting



**Ross Gersbach**

## North American development

- US strategy development and market position
- Local regulatory engagement



**Hannah McCaughey**

## Technology and transformation

- Operational and information technology
- Next generation energy solutions - Pathfinder program



**Kevin Lester**

## Infrastructure development

- Energy infrastructure development and delivery
- Stakeholder engagement



**Jane Thomas**

## People safety and culture

- Culture and high performance
- HSEH framework



**Adam Watson**

## Finance

- Corporate services
- Finance and capital management

# Uniquely positioned for growth as the energy transition accelerates

## What we are

- Uniquely diversified and integrated energy infrastructure business
- 8th largest renewable energy generator in Australia<sup>(1)</sup>
- Electricity transmission operations in SA-Vic, NSW-Qld
- US strategy aimed at leveraging existing capability in one of the world's largest energy markets
- Pathfinder program established to unlock next generation energy solutions

(1) BNEF renewables rankings - owner summary

## Why invest in APA

- Proven capabilities, skills and experiences in energy infrastructure operations and development
- Low risk business model underpinned by stable, inflation linked earnings from largely contracted and regulated revenues
- Scale of assets that provides an unmatched ability to operate as a network
- Strong balance sheet to fund growth and steadily growing distribution for securityholders



# We have the strategy, capability and balance sheet to grow

## Strategy

9:20am – 11:00am

- **Growth in Australia** – Julian Peck
  - **Pathfinder** – Hannah McCaughey
  - **Growth in North America** – Ross Gersbach
- Q & A session #1

20 min break

## Capability

11:20am – 12:30pm

- **Capabilities to deliver growth**
    - Darren Rogers, Nevenka Codevelle
  - **Capital Management** – Adam Watson
- Q & A session #2
- **Closing Comments** – Rob Wheals

# Julian Peck

Group Executive Strategy and Commercial

Targeting growth markets  
in energy infrastructure



# Significant energy infrastructure investment required as the energy market transitions

## Energy transition in Australia requires multiple energy solutions

- Market forecast and visible pipeline suggests ~\$68 billion of investment required by 2040
- Significant investment expected in electrification and renewables
- Gas to play a critical role in the energy transition



**\$8 billion**  
of gas pipeline infrastructure



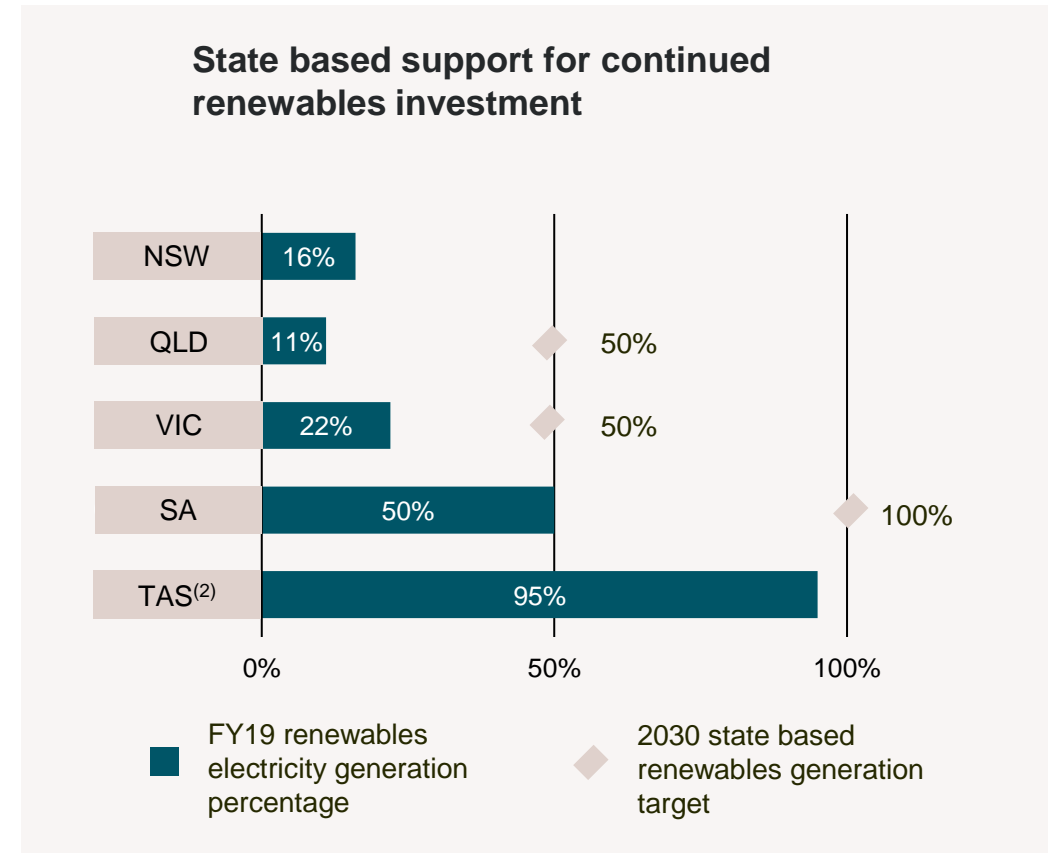
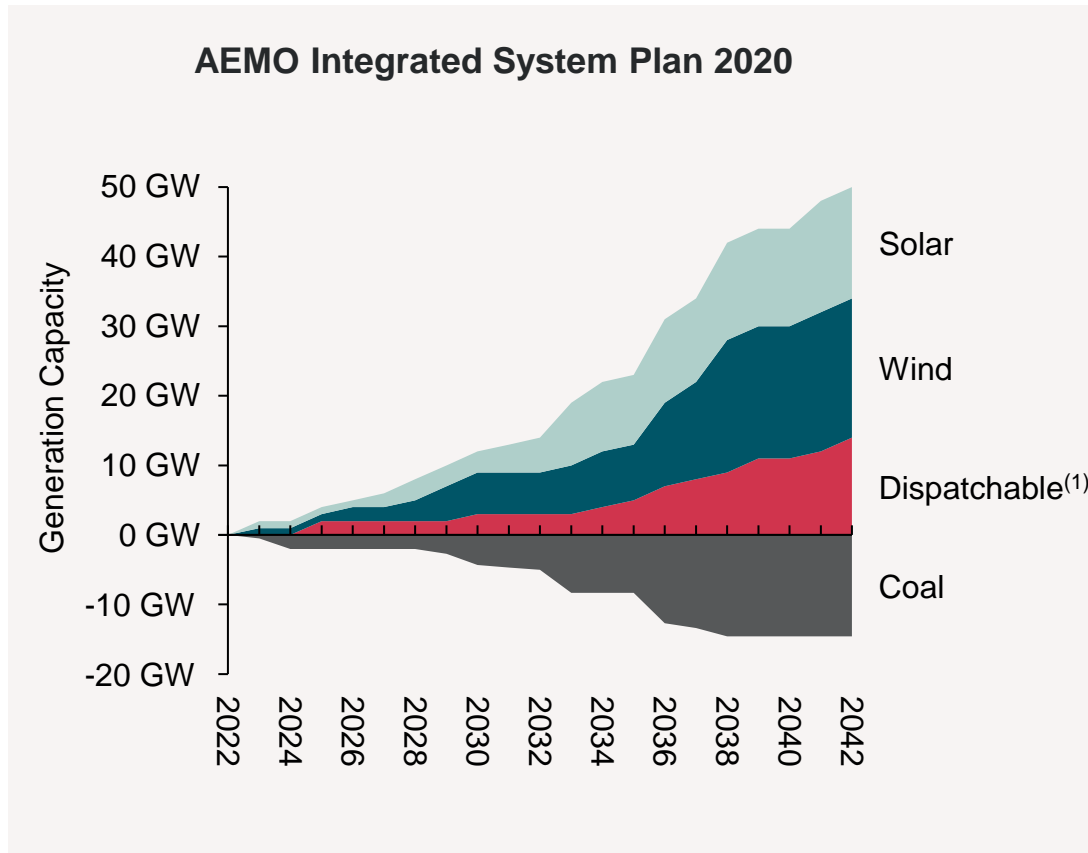
**\$40 billion**  
of renewables + firming



**\$20 billion**  
of electrification

Source: Investment forecast in real terms based on renewables and firming and electrification based on AEMO ISP includes renewables and gas, APA estimates

# Energy transition is well underway in Australia



Source: AEMO Integrated System Plan, 2020 central scenario; Australian Energy Statistic update 2020 Table O Electricity generation, by fuel type, by state

Note: 1) Dispatchable generation includes utility-scale pumped hydro, gas-powered generation and battery storage

2) Tasmania has a renewable generation of 200% to 2040

# Positioned for further growth in renewables

## Existing presence in renewables

- APA is the 8<sup>th</sup> largest owner of Australian renewable energy projects<sup>(1)</sup>
- APA's combined portfolio of renewables and gas powered plant has an average portfolio emissions intensity of 0.27, less than half of NEM average<sup>(2)</sup>
- Next generation energy solutions including the Gruyere hybrid energy microgrid

## Foundations for further growth and investment

- Capacity to leverage APA's existing national footprint to develop wind and solar projects
- Growing demand from existing mining, commercial and industrial customers for clean energy solutions
- Gas is the perfect companion for renewables to provide firm energy
- Greenfield opportunities currently represent the best return on investment
- Highly selective in assessing opportunities given competition for brownfield assets



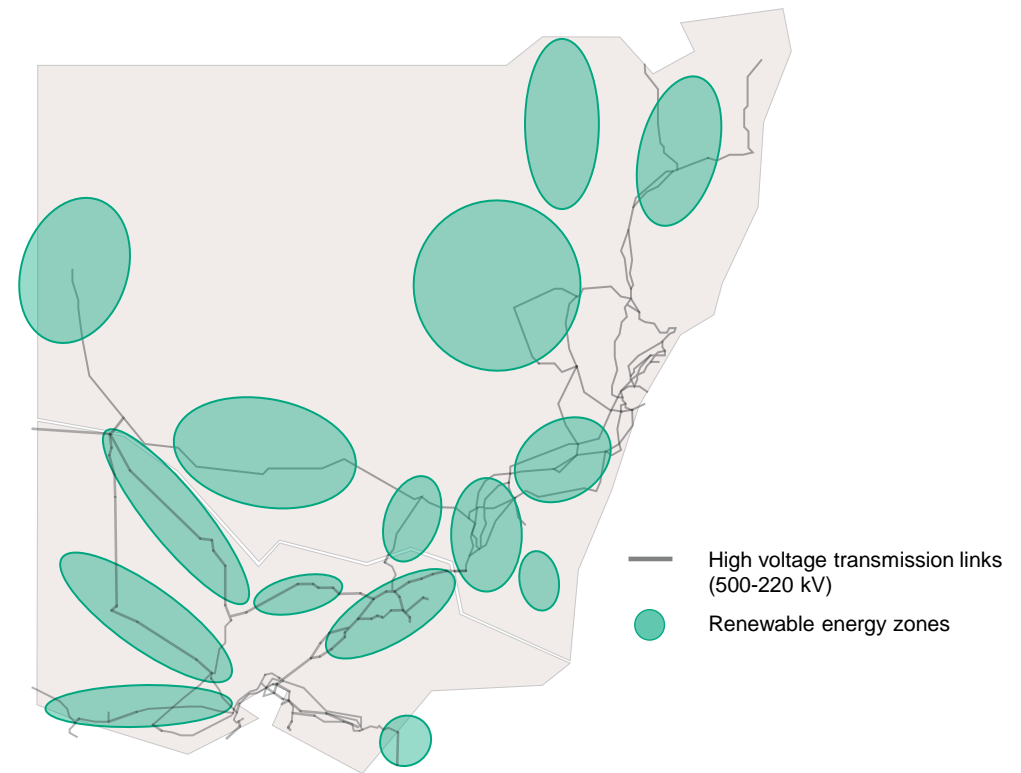
Badgingarra wind and solar farms, WA

Source: 1) BNEF renewables rankings - owner summary  
Note: 2) NEM – National Electricity Market in Australia

# Electrification via transmission and distribution networks

- Governments developing renewable energy zones (REZs) to combine infrastructure and attract private investment
- Governments expected to welcome development contestability through procurement structures
- Significant investment to 2040
  - NSW projects up to \$14 billion
  - Victoria projects up to \$4 billion
- These commitments are ~2x the current installed electricity transmission capital bases of NSW and Vic<sup>(1)</sup>

## NSW and Victorian Renewable Energy Zones

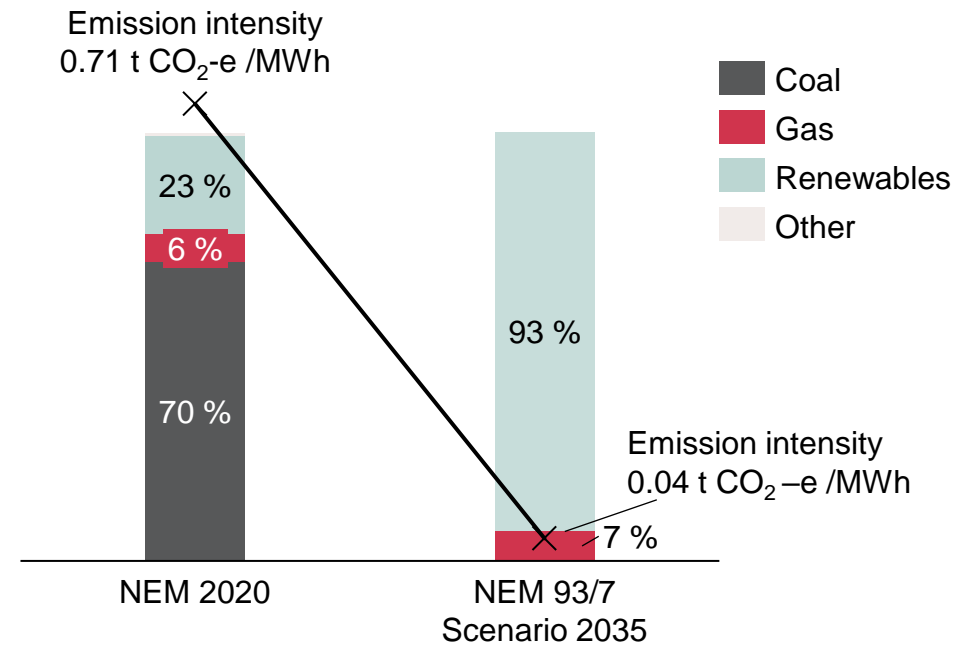


Source: AEMO Integrated System Plan 2020 - Projected transmission network requirements; NSW Electricity Infrastructure Roadmap  
Note: 1) Estimate based on TransGrid and Ausnet electricity transmission Regulated Asset Base

# Gas supporting energy decarbonisation

- Australia's NEM<sup>(1)</sup> can be largely decarbonised by further investment in known gas and renewables technologies
- Multiple studies<sup>(2)</sup>, including an indicative NEM 93/7 scenario have concluded that gas and renewables is the most economical and secure pathway to net zero
  - Full renewable electrification is higher cost, less flexible and less reliable
  - Offsets will support Net Zero at a significantly lower cost

**Gas can ensure the reliability of a very high renewable generation system (93%) at a lower cost and lower emissions<sup>(3)</sup>**



Source: 1) National Electricity Market

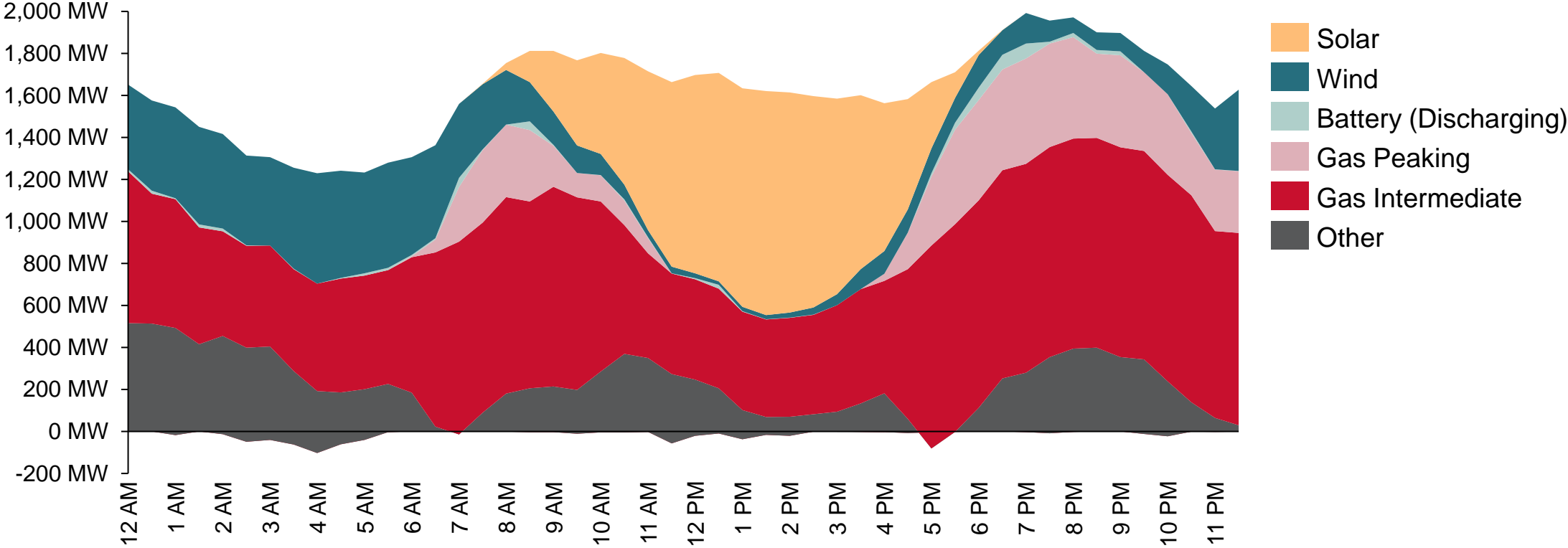
2) Potential for Gas-Powered Generation to support renewables, Frontier Economics; Climate Change Commission (NZ), 2021 Draft Advice for Consultation; 2035 The Report, Goldman School of Public Policy UC Berkeley

Note: 3) Indicative NEM 93/7 Scenario – APA estimate of emission intensity based on 93% renewables unconstrained scenario from Potential for Gas-Powered Generation to support renewables, Frontier Economics and the emission data from the NGER Greenhouse and energy information by designated generation facility 2019-20

# Gas is the most reliable companion for renewables

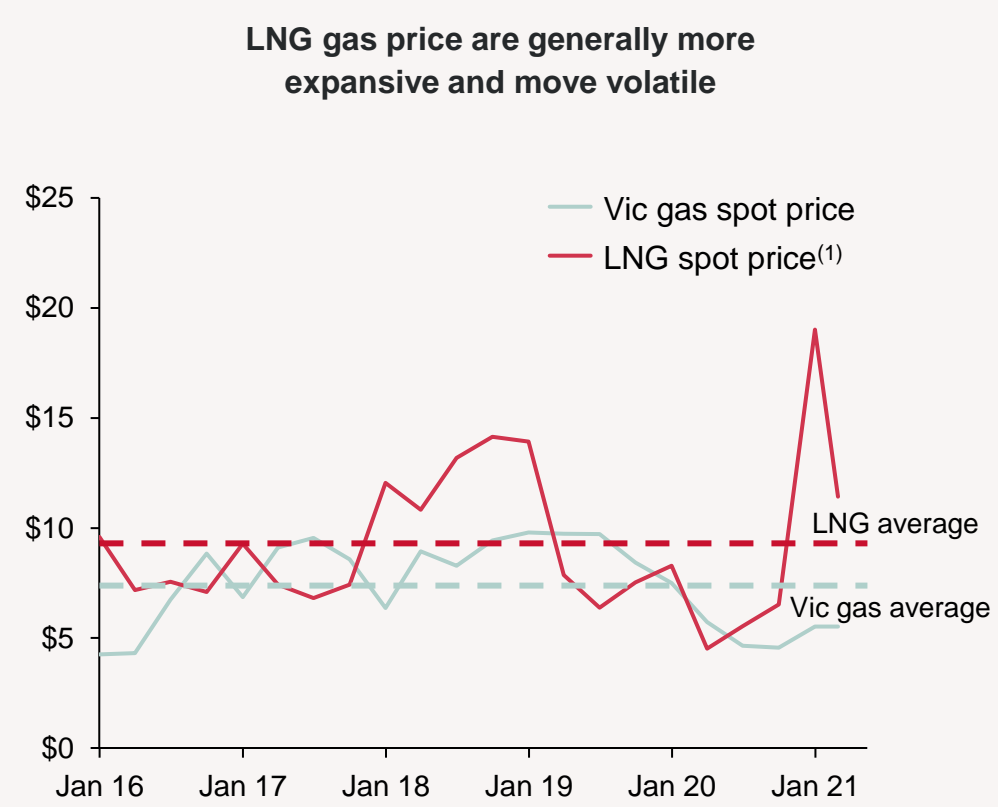
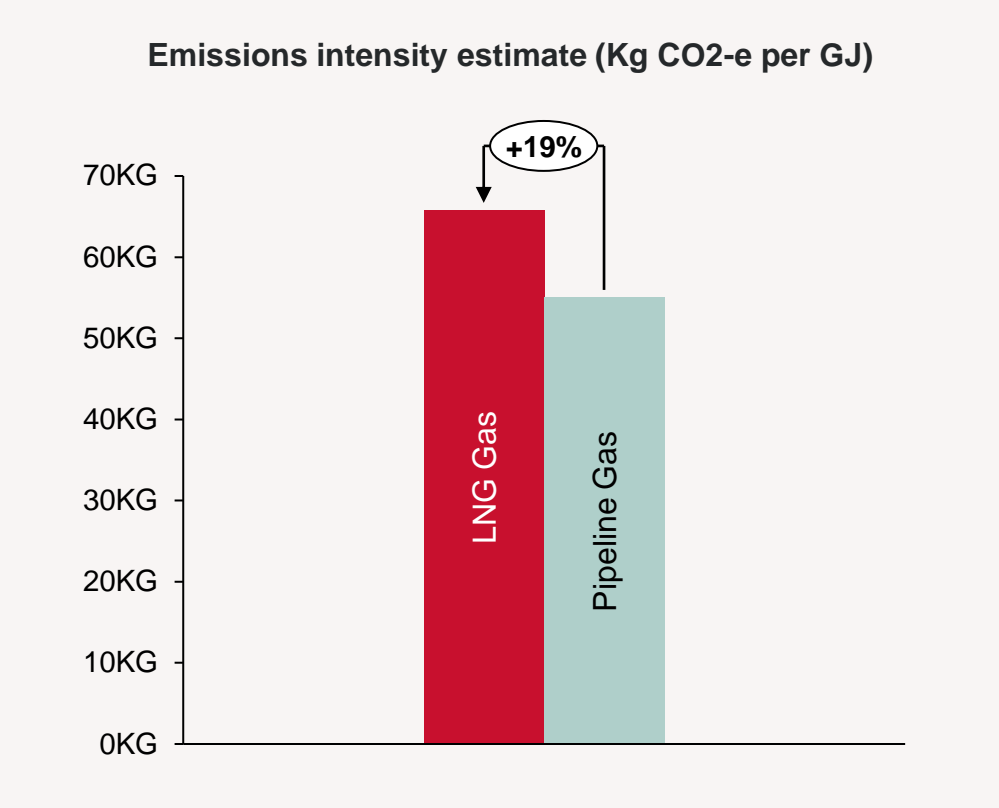
## Case Study South Australia 12<sup>th</sup> May 2021

– Gas delivered 75% of peak electricity consumption due to low wind and solar availability



Source: Chart – OpenNEM, Solar includes utility scale and rooftop solar, other includes import, export and Distillate

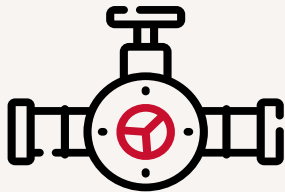
# Pipeline gas is lower emissions and generally lower cost than imported LNG



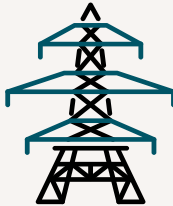
Source: Gas emissions intensity estimates based on UK Government, Department for Environment Food & Rural Affairs and Department for Business, Energy & Industrial Strategy; LNG spot prices from Ministry of Economy, Trade and Industry Japan

Note: 1) Natural Gas at Victorian short term spot market price, LNG pricing excludes regasification and landing costs

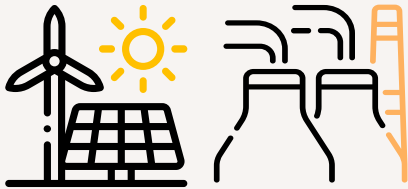
# Capability to grow in energy infrastructure



**Regulated/contracted  
Gas Infrastructure**



**Regulated/contracted  
Electricity Infrastructure**



**Renewables  
& Firming**

## Infrastructure development

- Commercial development
- Project development and management
- Planning, heritage and environmental management
- Construction delivery

## Stakeholder management

- Regulatory management
- Access and approvals
- Governance and risk management

## Operational capability

- People and process safety
- Asset lifecycle management
- Asset maintenance
- Network management
- Customer metering operations

## Funding

- Investment appraisal
- Access to capital
- Counterparty risk management
- Investor relations

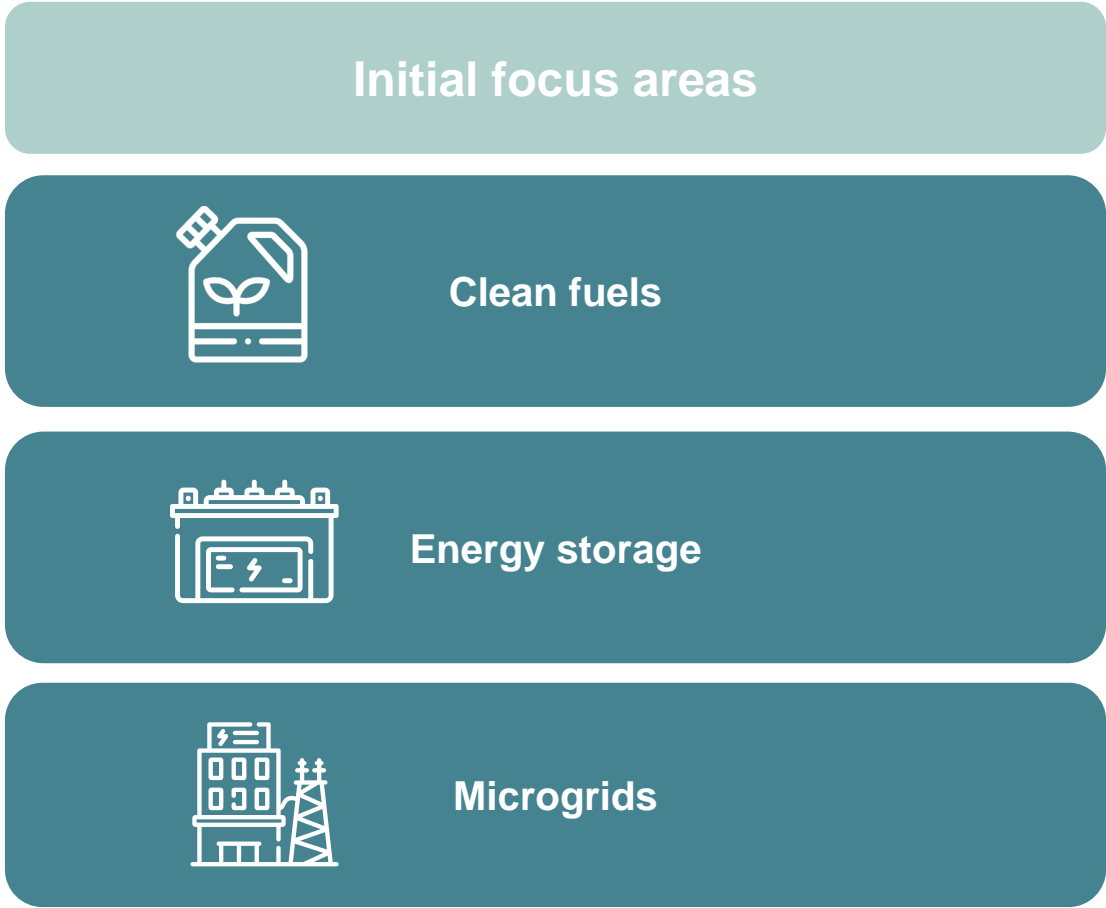


# Hannah McCaughey

Group Executive  
Transformation & Technology

Next generation energy  
technologies

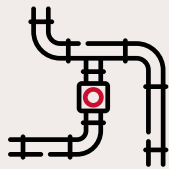
# Pathfinder to unlock next generation energy solutions



# APA is well placed to participate in Australia's clean hydrogen economy



Australia has a natural competitive advantage in clean hydrogen due to its vast land mass and abundant renewable resource



Extensive pipeline network in proximity of existing and proposed renewables linking to major industrial centres and ports



Potential for APA's existing pipeline network to be repurposed for hydrogen (fully or blended)



# Parmelia hydrogen project confirming adaptability of existing pipelines

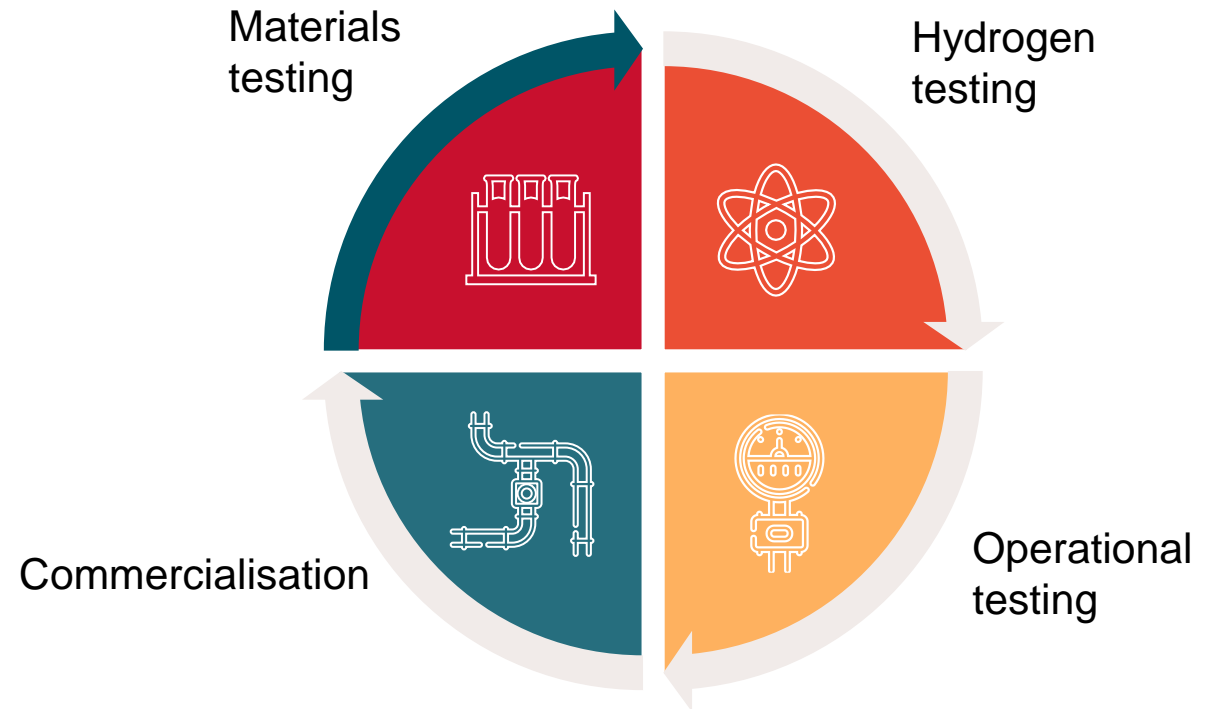
## Phase 1 (materials lab testing) completed<sup>(1)</sup>

Testing of the pipeline confirms the technical viability of the pipeline material to transport hydrogen

### Project objective

Convert 43km of the PGP to a hydrogen ready pipeline in a key hydrogen production and usage location, linked to a large industrial base and transport hub, with the potential to service export markets

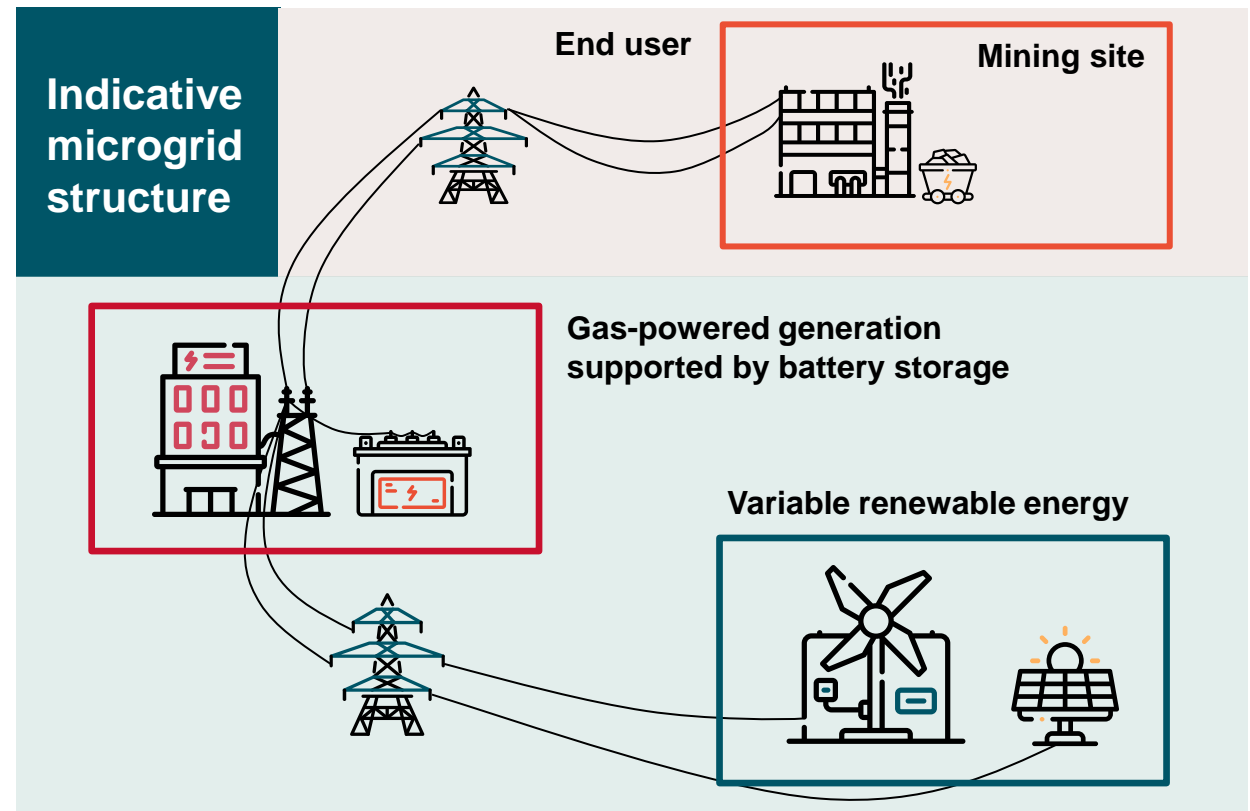
## Parmelia Gas Pipeline (PGP) Hydrogen Project



Note: 1) pipeline material tested against US standard to transport Hydrogen

# Actively investigating energy storage and microgrids

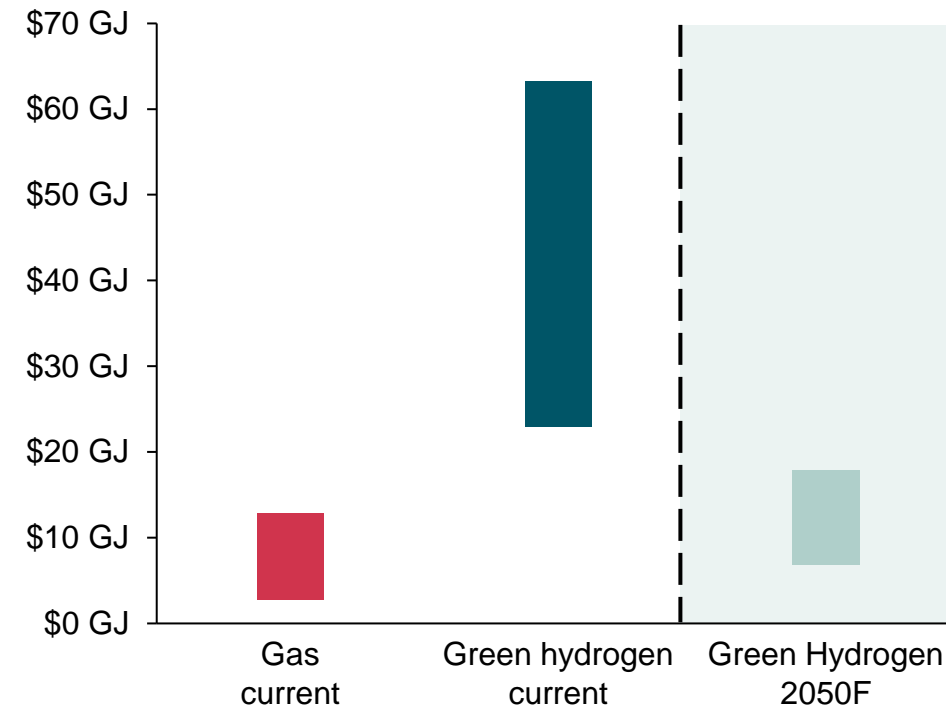
- Energy storage will be an important technology both on and off-grid
- Customers are increasingly seeking integrated renewable solutions through innovation such as microgrids (e.g gas, solar and battery storage)
- Gruyere Power Station being augmented with low carbon energy infrastructure
  - 13MWp solar farm
  - 4.4 MWh energy storage system
  - Hybrid control system



# Economics of future energy solutions will drive demand

- Clean hydrogen will become economical through:
  - government support and regulatory reform
  - scaled investments
  - low-cost renewable energy
  - low-cost transportation
- Forecasts generally suggest that clean hydrogen will achieve parity with gas in ~2050
  - However, there may be niche industrial applications where clean hydrogen is cost competitive earlier
- Battery prices are closely linked to the battery technology advancements to support electric vehicle industry and alternate uses such electricity network frequent control

## Global green hydrogen cost could be comparable to natural gas by 2050



Source: Cost of green hydrogen is a blend between IRENA (2019), BNEF (2020), Energy Transition Commission (2021) and Hydrogen Council (2020) forecast; Gas price and forecast from AEMO GSOO (2021) and WA GSOO (2020)

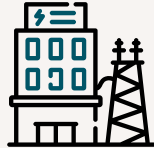
# Capability to participate in future energy solutions



**Clean fuels**



**Energy storage**



**Microgrids**

## Infrastructure development

- Commercial development
- Project development and management
- Planning, heritage and environmental management
- Construction delivery

## Stakeholder management

- Regulatory management
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## Funding

- Investment appraisal
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# Ross Gersbach

President North American Development

Leveraging capability in  
one of the world's largest  
energy markets



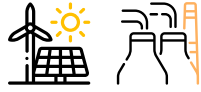
# Energy infrastructure investment in the US will be significant

## Energy transition in the US will require investment in multiple energy sources

- Market forecast suggests ~US\$2.7 trillion of investment required by 2040
- Significant investment expected in electrification and renewables
- Gas to play a critical role in the energy transition



**US\$125 billion**  
of gas pipeline infrastructure



**US\$1.6 trillion**  
of renewables + firming

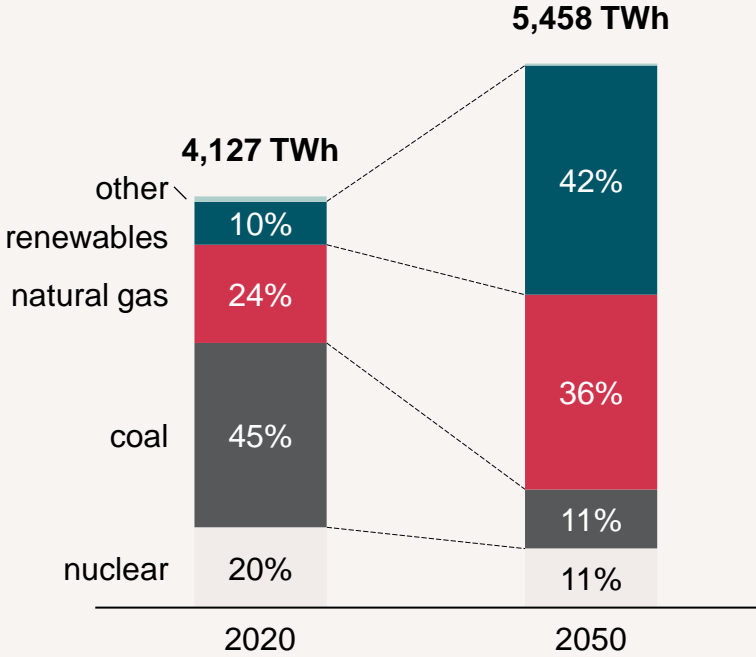


**US\$1 trillion**  
of electrification

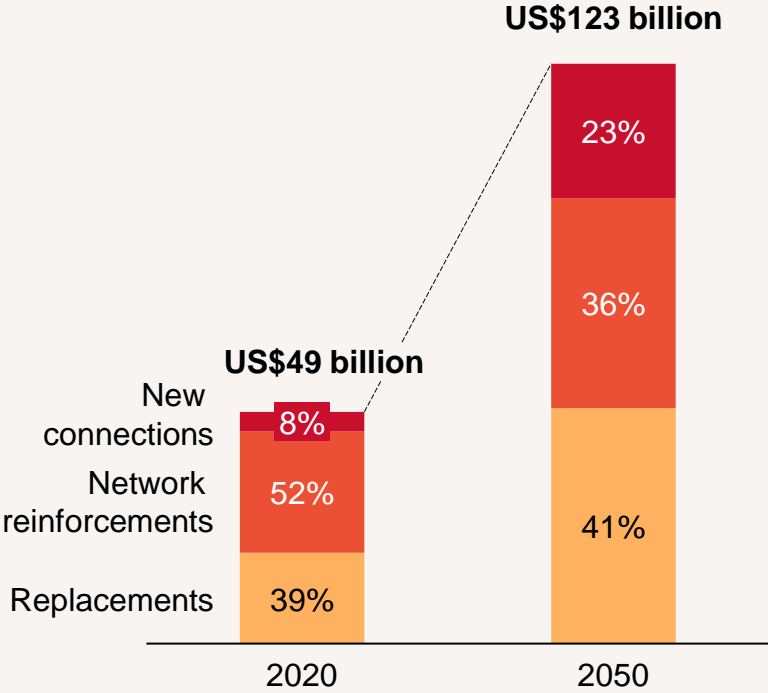
Source: 2035 The Report; IEA WEO 2020; APA estimates  
Note: All investment forecast are in real terms

# Growth in multiple energy sources to support the energy transition

Renewables, coupled with gas, expected to attract significant investment through the energy transition



Significant annual investment in electricity transmission<sup>(1)</sup>

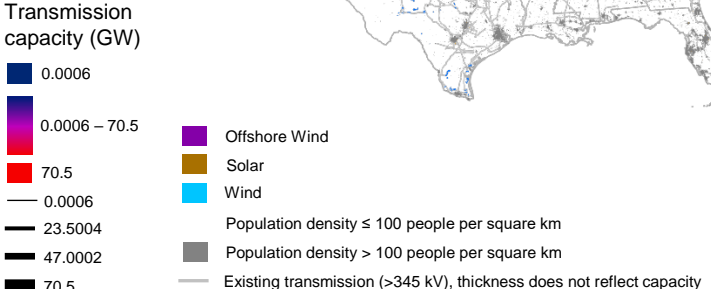
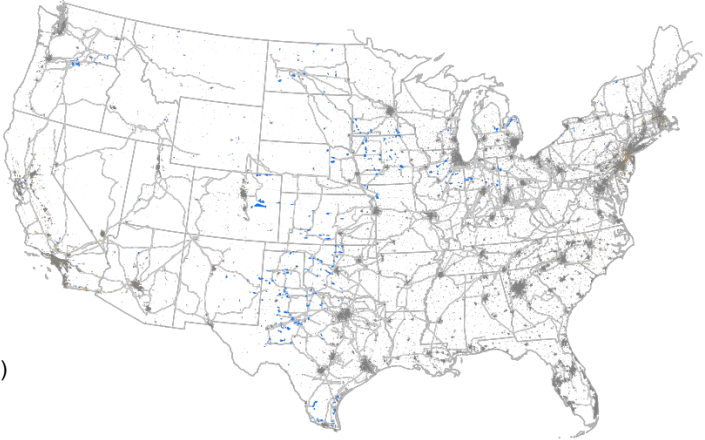


Source: US Energy Information Administration; BNEF  
 Note: 1) investments represents real annual spend estimates

# Substantial investment to be made developing renewables and electrification to achieve Net Zero

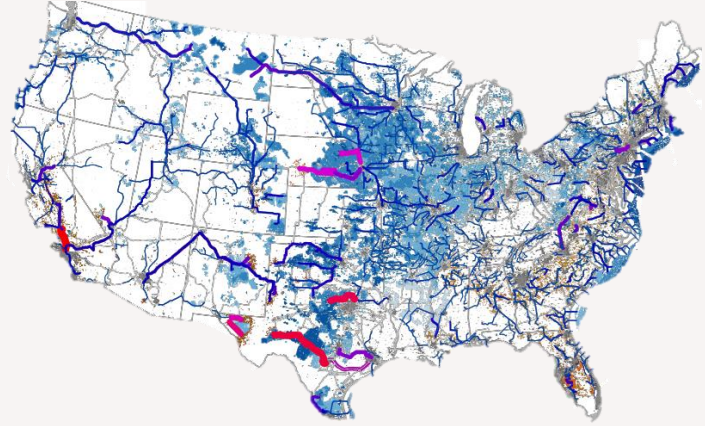
## Installed capacity on continental US as of 31 December 2020

- ~0.22 TW Wind and Solar
- ~59,000 km<sup>2</sup> land used (0.6% of US land mass)



## 2050 RE+ High electrification, renewables only scenario - Significant challenges exist to achieve Net Zero without gas

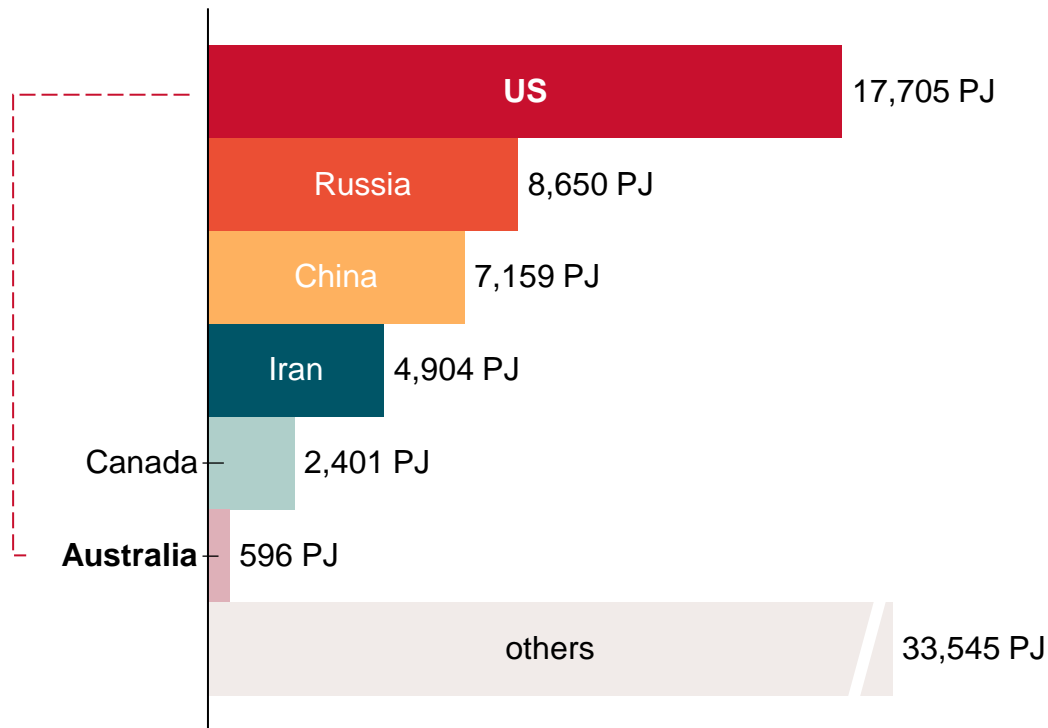
- 5.8 TW wind and solar capacity (26 times)
- 1,075,000 km<sup>2</sup> land used (~11% of US land mass)
- US\$8.73 trn capital invested (2018\$)



Source: The Net Zero America: Potential Pathways, Infrastructure and Impacts, Princeton University. Investment and capacity is cumulative from 2020-2050. Net Zero America is a comprehensive and rigorous report that sets forth the economic, technological, land use and energy system changes that would be required for the US to achieve Net Zero emissions by 2050

# Favourable dynamics driving US to be the world's largest natural gas market

## The US is the world's largest consumer of natural gas



Note: Natural gas final consumption in 2018, (PJ-gross)

### Abundance of natural gas reserves

- ~3,400 TCF of total US gas resources

### A primary source of energy

- 3 million miles of natural gas pipeline supplying ~77 million customers

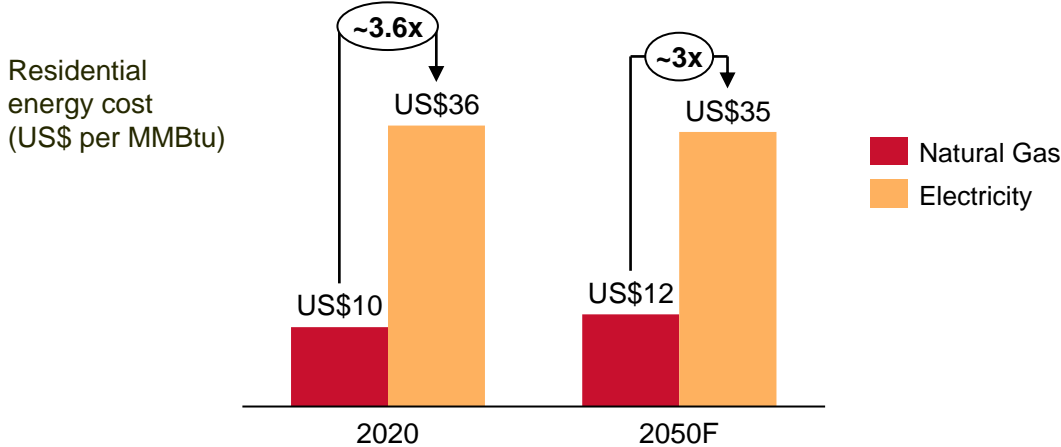
### Favourable demand drivers

- Low cost energy source; cold winter climate regions; constructive regulatory frameworks

# Natural gas is the most cost-efficient and competitive source of energy for heating

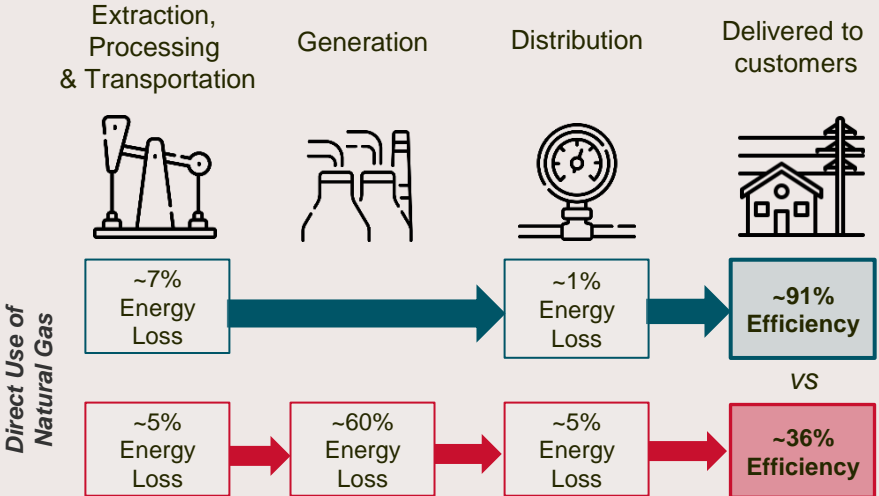
## Low-cost natural gas in US

- Proximity to abundant reserves
- Gas is cheaper than alternative energy sources



## Efficient delivery system also drives down costs

- Direct use natural gas delivery systems are highly efficient with ~91% of source energy reaching the end customer
  - This compares favourably to the process of converting natural gas into electricity which results in significant leakage of energy during generation and distribution. i.e ~36% efficiency



Source: AGA 2021 playbook; US Energy Information Administration; Annual Energy Outlook 2021, Table 3. Energy Prices by Sector and Source, US overall, reference case

# The US remains highly attractive

## Disciplined focus

- Cold winter climate regions
- Low cost energy sources
- Stable and predictable earnings
- Attractive returns on equity
- Supportive policy, legislative and regulatory regimes
- Capacity to expand into growth energy markets
- Ability to leverage APA's existing capabilities in owning, operating and developing energy infrastructure
- High quality management teams and local talent
- Value accretion

Target markets aligned with refreshed strategy

We have capability to successfully own, operate and develop energy infrastructure

We have a competitive cost of capital

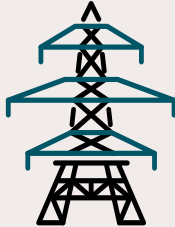
We remain disciplined

# US energy infrastructure ambition



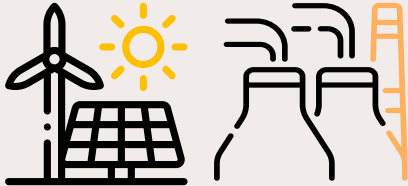
## Regulated/contracted Gas Infrastructure

- Attractive entry point
- Comparable to APA's existing Australian capability
- Supportive market environment



## Regulated/contracted Electricity Infrastructure

- Integrated gas and electricity distribution networks
- Complementary portfolio opportunities
- Energy transition as a growth driver




## Renewables and Firming

- Transferable skills and project development experience
- Complementary portfolio opportunities
- Energy transition as a growth driver

# Q&A session #1

## Ask a question



Please click on 

Or  Press \*1



**Break**

**apa**

# Capability to deliver growth

**Darren Rogers**

Group Executive Operations

**Nevenka Codevelle**

Group Executive Governance  
and External affairs

# Existing APA operational footprint diversified across a range of energy infrastructure assets

**Assets**

Gas Pipeline, Processing & Storage  
 Gas-fired Generation  
 Renewables Generation  
 Electricity Transmission

**Customers**

Servicing ~100 wholesale and  
 >1.4 million network customers

**Operations**

>1,200 employee spread across more than 50  
 locations in Operations & Maintenance, Engineering,  
 Health, Safety & Environment and Networks  
 operations



Note: Gruyere Hybrid Energy Microgrid is under construction

# APA has deep experience owning and operating energy infrastructure

**15,425 km** of pipelines, **18 PJ** of storage and **90 TJ/d** processing plant<sup>(1)</sup>

- Peak gas demand in Victorian is around two times that of electricity
- The energy stored at APA's Mondarra gas storage facility is the equivalent to 25,000 South Australian big batteries

**440 MW** of gas-fired power generation

- Diamantina Power Station is roughly half the emission intensity of the Queensland electricity generation<sup>(2)</sup>


**243 km** of electricity transmission

- Murray Link remains the world's longest underground power transmission system


**342 MW** of wind generation and **149 MW** of solar generation

- Badgingarra Wind Farm has saved 690,000 tonnes of greenhouse gas emissions since commissioning<sup>(3)</sup>


**Proven Reliable Infrastructure**



**99.9%**  
Gas transmission nominations delivery



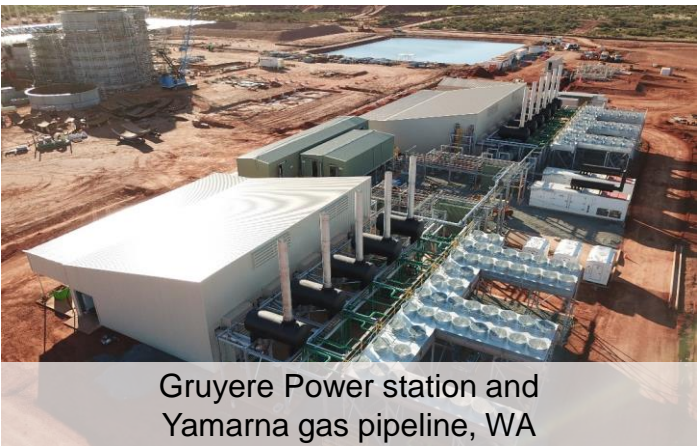
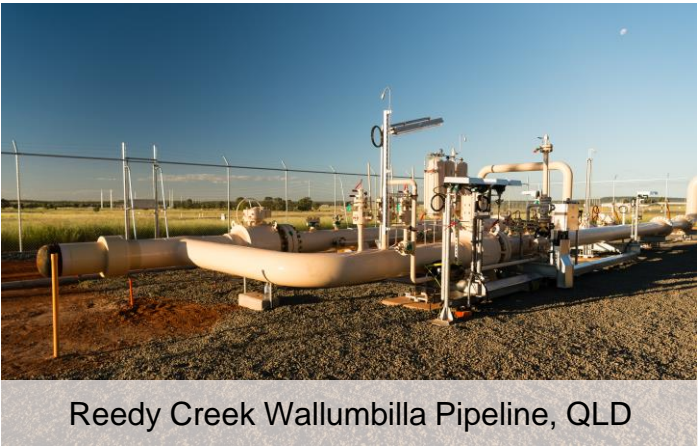
**>97%**  
Gas transmission compressors average reliability



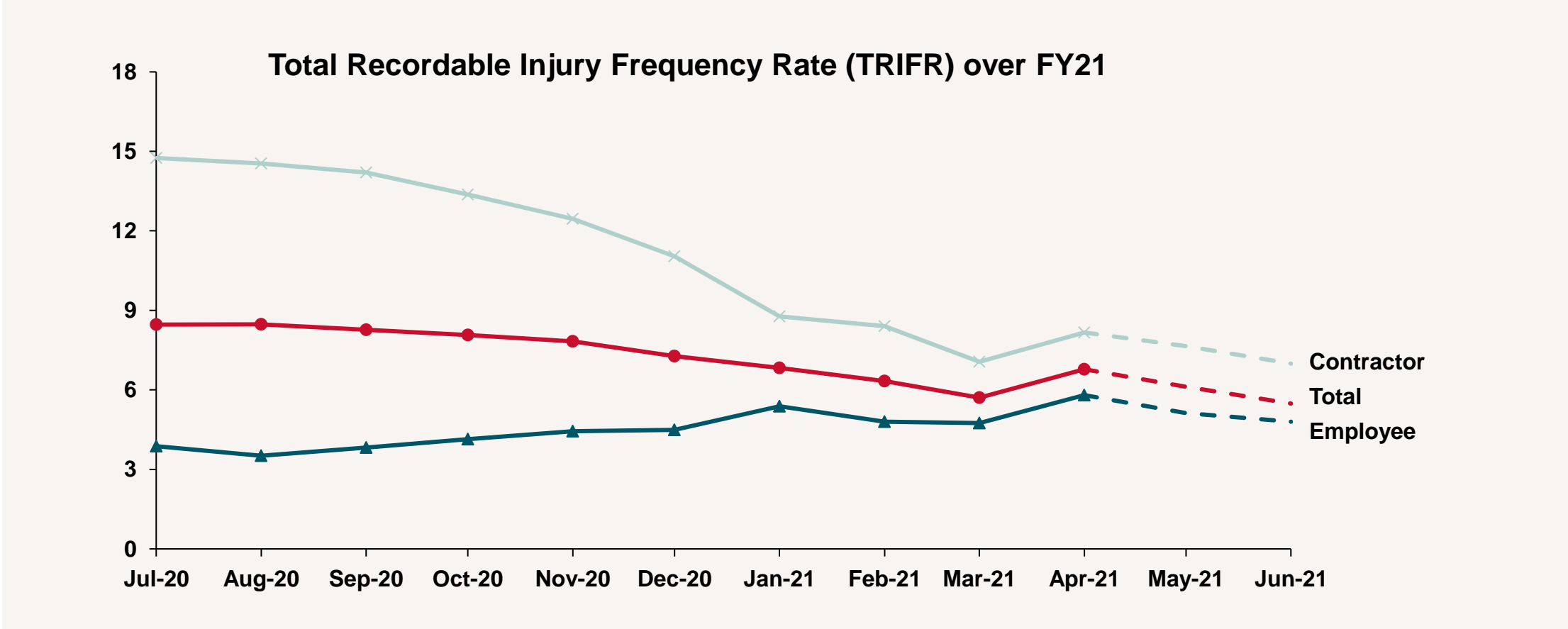
**98.28%**  
Availability factor with 810 GWh of renewable energy

Note  
(1) Includes 100% of assets operated by APA Group, which form part of Energy Investments segment, including SEA Gas and EIL.  
(2) Based on NGER Greenhouse and energy information by designated generation facility 2019-20, Queensland average emission intensity  
(3) Based on total energy exported since commissioning multiplied by the emissions factor given by the National Greenhouse and Energy Reporting

# Delivered over \$2 billion of energy infrastructure over the past 5 years



# Relentless focus on the health, safety and wellbeing of our employees and contractors



# Process safety at the heart of ensuring safe and reliable energy supply



Wallumbilla Gas Hub in Queensland



APA received the 2020 APGA annual safety award for process safety fundamentals

# Utilising technology to ensure operations are safe and efficient

- Integrated Operations Centre (IOC) – centralised control and contact for all assets and customers
  - >\$30m invested in technologies
  - Commercial, Operations and Asset Management capability for faster response
- Threats and vulnerabilities continually assessed; controls aligned to Australian Cyber Security Centre standards and Critical Infrastructure obligations
- Digital Twin technology
- Internal pipeline inspection technology
- APA Grid platform
- Aerial surveys





# Case study: Pigging the Victorian Transmission System

- Maintaining safe operation of the Victorian Transmission System (VTS)
- Pipeline inspections using a bi-directional Pipeline Inspection Gauge (PIG)
- 2km narrow section of VTS
  - Three years of planning, trials and preparation
  - Collaboration across various stakeholder groups
    - APA business units
    - Australian Energy Market Operator
    - Delivery partners and external stakeholders



Location of the 2km pipeline section of the VTS



APA's team at the PIG insertion location in South Melbourne



# Transferrable skills and experience to support delivery of APA's diversified energy infrastructure ambitions

## Capabilities which are replicable across different energy infrastructure assets



### Operations

- People and Process safety
- Customer & stakeholder engagement
- Asset management and planning
- Asset integrity & life cycle planning
- Field operations
- Network management
- Easement management
- Operational and information technology
  - IOC (control room), energy nomination and dispatch platforms
- System modelling – digital twin and operational simulation
- SCADA engineering / management
- Specialist service & support e.g. welding



### Infrastructure development

- Infrastructure engineering and design including hybrid energy systems
- Community & stakeholder engagement
- Environment and heritage management
- Licencing and approvals
- Landowner consultation, land access and management
- Procurement and purchasing
- Project management and scheduling
- Construction management
- Equipment selection, design, installation and management
- Specialist technical service and support



### Commercial and corporate

- Contract negotiation and management
- Corporate development
- Corporate finance
- Capital funding
- Financial and regulatory reporting
- Investment management
- People resource planning and talent development
- Information technology and Cyber security
- Business continuity management
- Government and regulator relations
- Legal and compliance
- Risk management
- Governance and corporate affairs

# Positioning APA as an employer of choice

- Bright Sparks Graduate program: Top 100 Graduate Employer finalist
- Australian Association of Graduate Employers: Top 40 intern program
- Apprenticeship programs including partnership with Clontarf Foundation supporting young Aboriginals and Torres Strait Islanders
- Creating jobs for local communities
- High performance training and development
- Diversity and inclusion targets



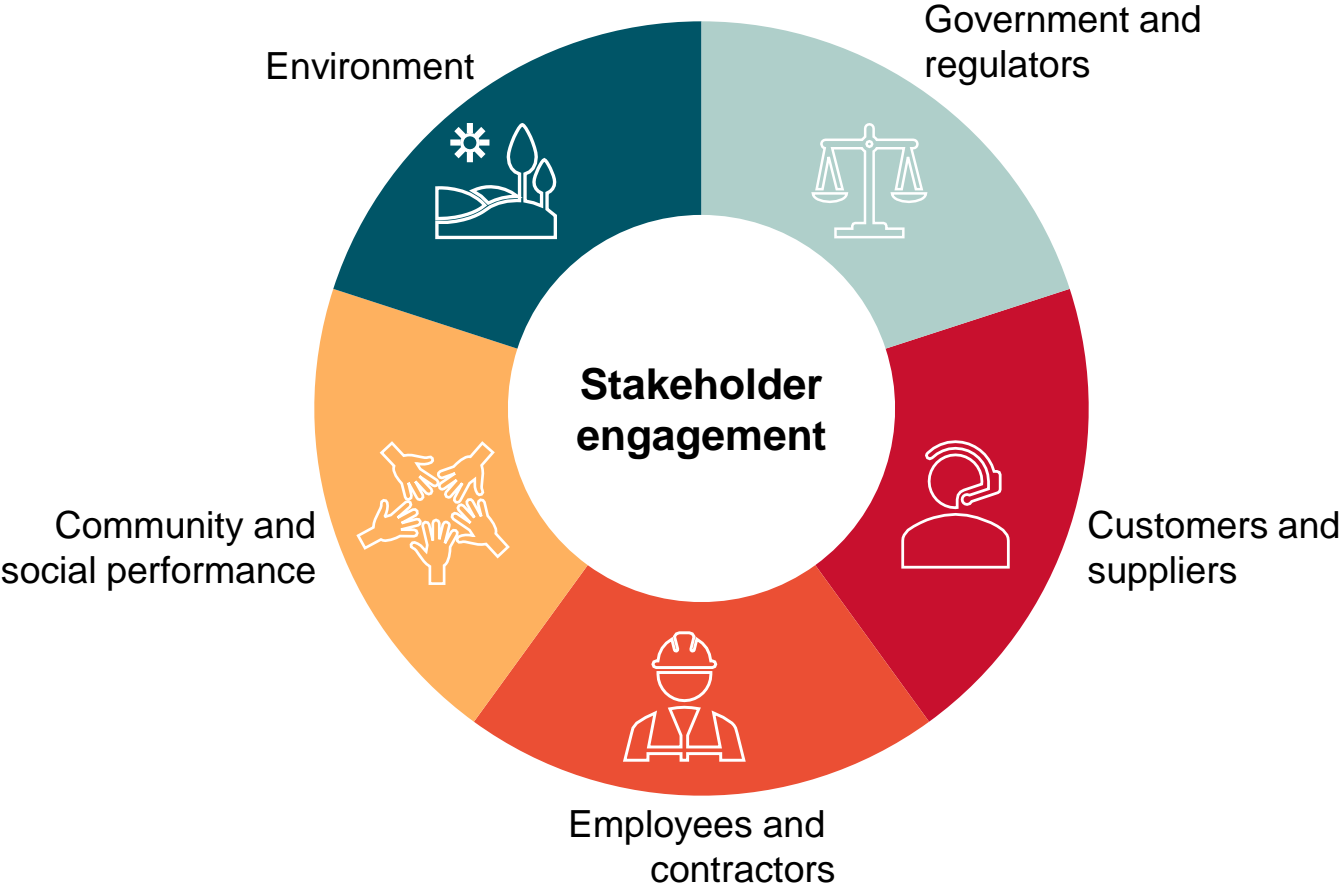
Rob Wheals with 2020 graduates



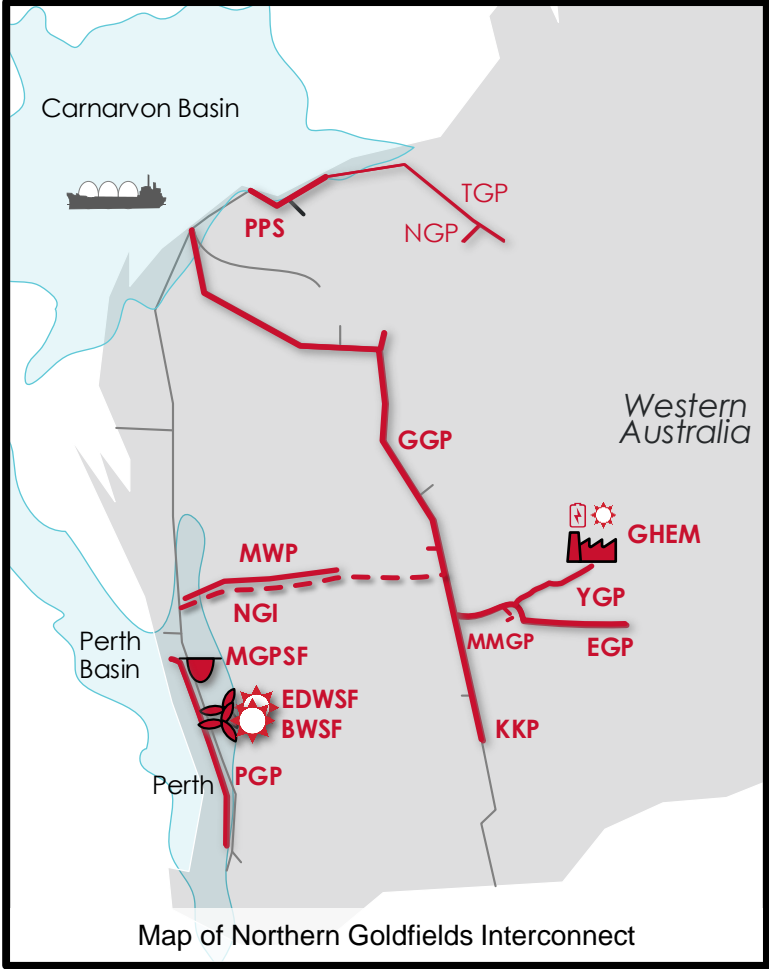
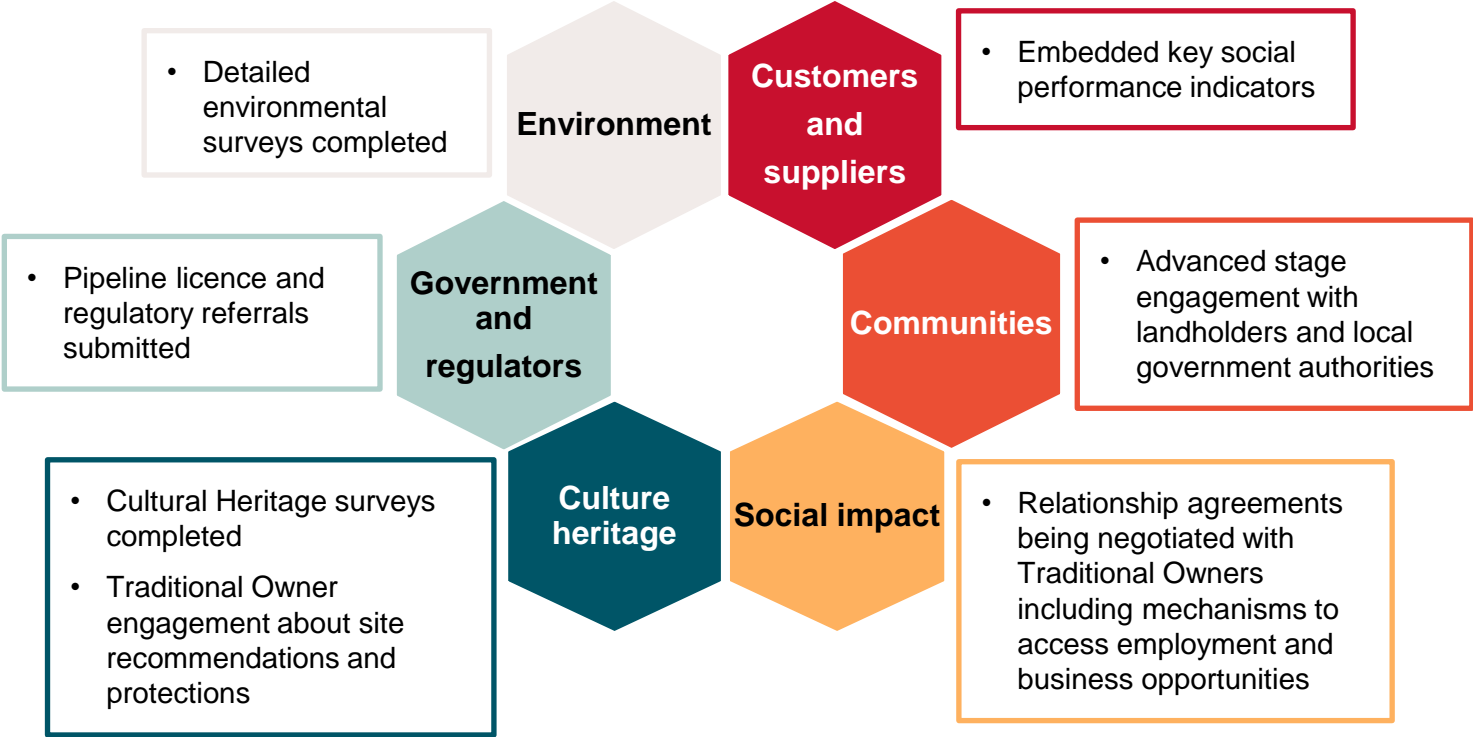
APA graduates during a strategy exercise

# Accelerating momentum for improved sustainability outcomes

- Sustainability roadmap developed
- Net Zero ambition embedded in our strategy
- Positive Regulatory Impact Statement (RIS) outcome
- Foundation Energy Charter signatory
- Diversity and Inclusion targets established
- Expanded stakeholder engagement approach



# Case study: building the West Coast Grid / Northern Goldfields Interconnect



# Adam Watson

Chief Financial Officer

## Capital management strategy

# Capital management strategy focused on maximising security holder returns

**The Capital Management Strategy review has resulted in a number of modifications:**

- Established investment hurdle rates by asset class
- Execution of the liability management exercise
- Revision of the Treasury Risk Management Policy
- A more flexible Distribution Policy
- Market guidance focus on distributions (cash generation)
- Enhanced investor communication



# APA remains competitive and disciplined in its ambitions for growth

Assessment completed to ensure appropriate funding of various asset classes (renewables, electricity transmission, gas pipelines, power generation, U.S. energy infrastructure):

- Cost of capital
- Capital structures



Investment hurdle rates established to reflect:

Cost of capital for each asset class based on risk profile

Gearing and credit rating metrics based on risk profile

Forward looking cost of debt and asset beta assumptions

Enhanced corporate models and investment assessment tools

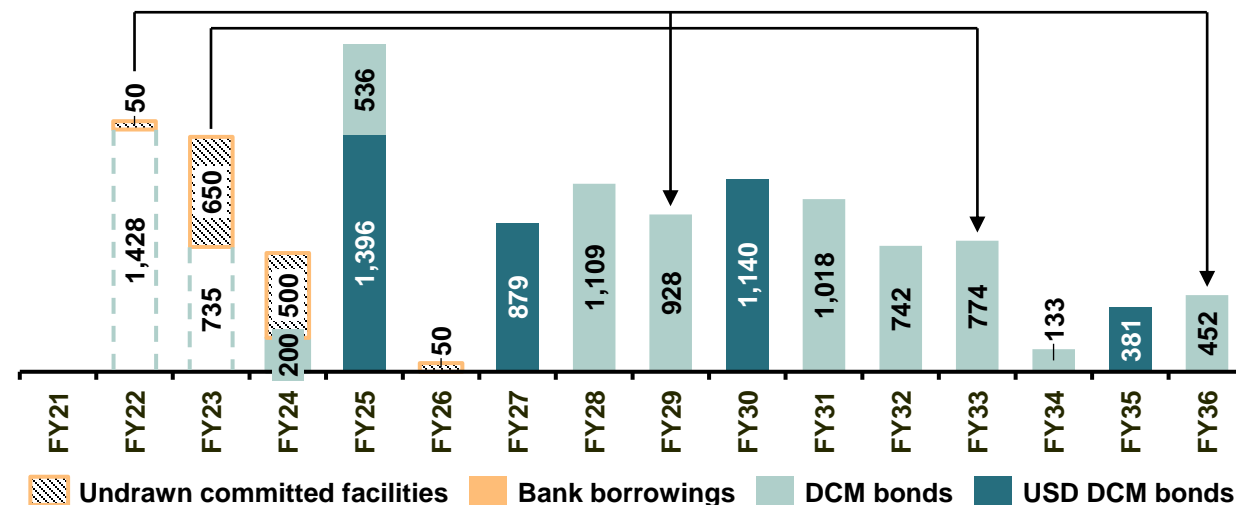


# Strong demand for APA capital and capacity to create value

Low interest rates and strong support for APA credit provided an opportunity to proactively address the \$2.2 billion of debt scheduled to mature in CY2022 (liability management exercise):

- Improved Free Cash Flow (~5 cps over next 12 months, inclusive of tax benefit)<sup>(1)</sup>
- NPV accretive despite \$148m redemption costs
- Lower average cost of debt (5.2% to 4.8%)
- Extended the average term to maturity of debt portfolio from 6 to 8 years
- No material bond maturities until March 2025

Debt maturity profile as at 30 April 2021



Metrics <sup>(2)</sup>	Dec 2020 proforma <sup>(3)</sup>	Dec 2020	Dec 2019
Funds from Operations to Net Debt <sup>(3)</sup>	12.1%	12.1%	11.4%
Funds from Operations to interest <sup>(3)</sup>	3.4 times	3.2 times	3.1 times
Average interest rate applying to drawn debt	4.7%	5.18%	5.35%
Interest rate exposure fixed or hedged	100%	100%	99.0%
Average maturity of drawn debt	8.3 years	6.1 years	6.5 years

Notes:

(1) Includes a once-off tax deduction for the transactions.

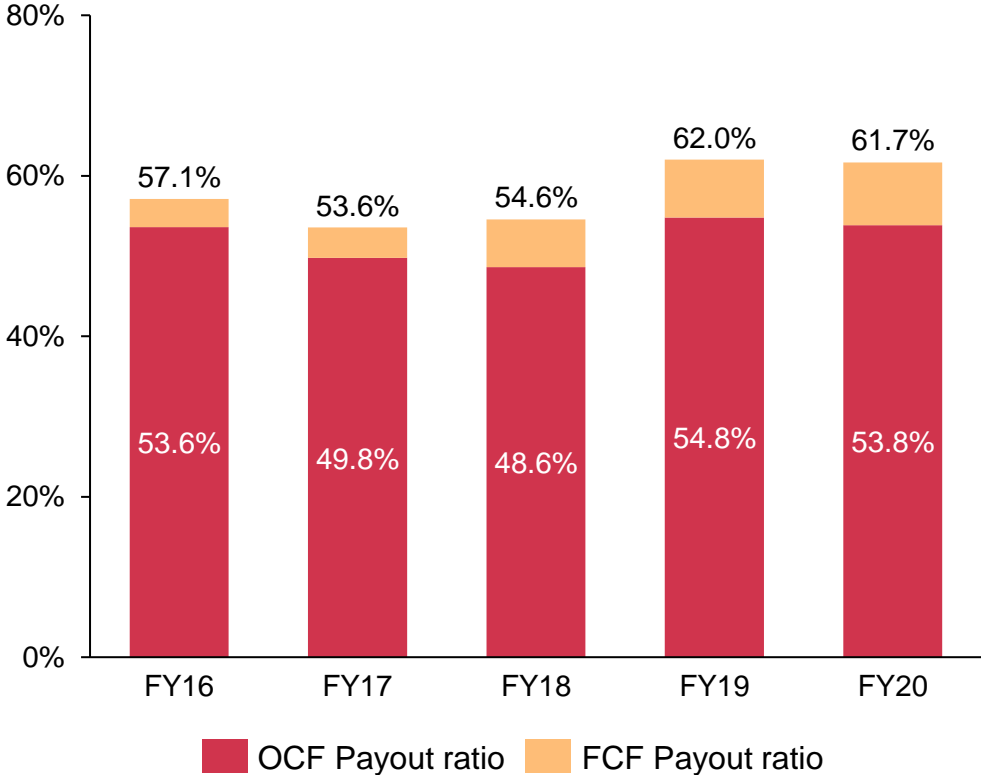
(2) For the purposes of these calculations, the US 144A Notes maturing in 2025 and 2035, the EUR MTN maturing in 2027 and the GBP MTN maturing in 2030 were retained in or swapped to USD denominated debt obligations at issuance. These have been translated into AUD at the prevailing FX rate at inception (US 144A Notes at AUD:USD=0.7879, EUR MTN and GBP MTN at AUD:USD=0.7772) and are being managed as a "designated hedge" with the highly probable Wallumbilla Gladstone Pipeline USD revenues.

(3) APA calculations. The proforma excludes the once-off redemption costs of \$148m from interest expense.

# Distribution policy balances strong investor returns whilst maintaining capital to fund organic growth

- APA targeting a payout ratio of approximately 60-70% of its Free Cash Flow:
  - Maintenance (stay-in-business) capex fully funded from cash flows
  - Supports appropriate level of funding for organic growth capex
  - Provides flexibility to consistently grow distributions, regardless of potential short-term fluctuations to earnings or cash flows
  - Comfortably supports BBB / Baa2 credit ratings
- Change to the payout ratio denominator:
  - Replacing Operating Cash Flow (OCF) with Free Cash Flow (FCF)
  - FCF more aligned with peers, providing investors with a comparable benchmark
  - FCF broadly calculated as OCF less maintenance (stay-in-business) capex

Historical cash flow and payout ratios



# Market guidance to be aligned with peers and focussed on investor returns

FY21 guidance reconfirmed:

- Distributions per security of 51.0 cps
- Underlying EBITDA of between \$1,625 million to \$1,665 million
- Underlying net interest of between \$490 million to \$500 million
- The above excludes potential impacts as a result of Significant Items<sup>(1,2,3)</sup> and liability management<sup>(4)</sup>

Distributions a key value driver for APA securityholders:

- Reflects focus on sustainable cash generation
- Ignores non-cash impacts to earnings

Challenges of accounting based guidance:

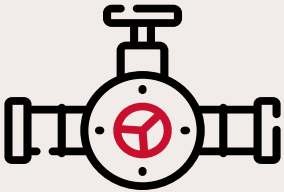
- Changes to accounting standards<sup>(1)</sup>
- Non-cash fair value adjustments<sup>(2)</sup>
- Liability management impacts<sup>(4)</sup>
- Driving the right behaviours to ensure APA invests for long term value creation

- APA will move to providing only distribution per security guidance from FY22, representing the key value driver for Securityholders, consistent with market peers
- Growth capex targets and other operating metrics will continue to be communicated

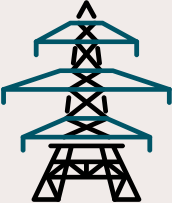
Notes:

- 1) Accounting standards changes related to the treatment for SaaS/ Cloud based investments
- 2) Accounting non-cash fair value adjustment on mark-to-market impacts on renewables portfolio
- 3) Carry value impairment – Orbost Gas Processing Plant
- 4) Liability management incurred an early redemption costs of \$148 million

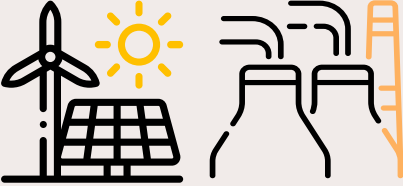
# A capital strategy that supports our growth ambitions



**Regulated/contracted  
Gas Infrastructure**



**Regulated/contracted  
Electricity Infrastructure**



**Renewables  
& Firming**

## **Distribution policy**

balances organic  
growth capex funding  
with strong investor  
returns

## **Low cost of capital**

and competitive  
investment  
hurdle rates

## **Investment grade credit metrics**

provides prudent levels  
of gearing and access  
to capital markets

## **Treasury policies**

ensures strong levels  
of liquidity and  
minimises risk


## **Insightful communications**

ensuring strong investor  
engagement

# Q&A session #2

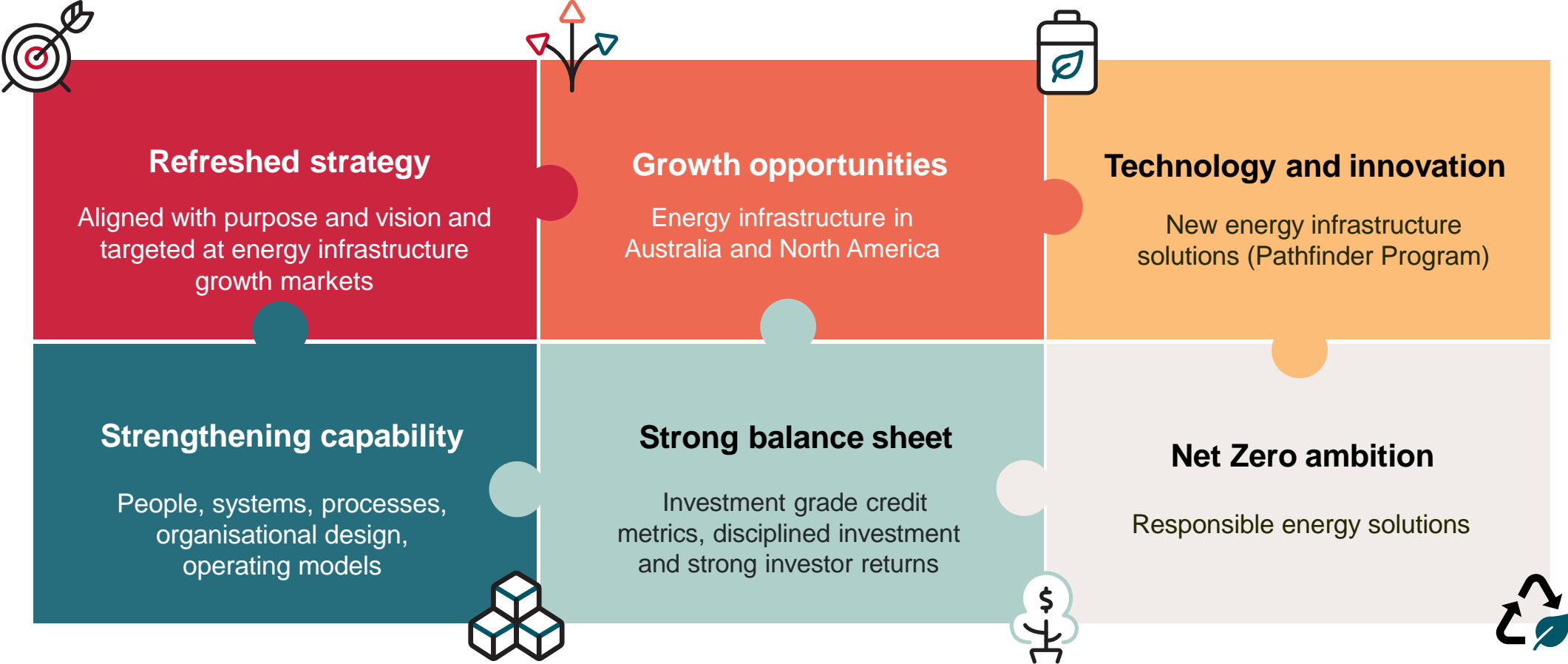
## Ask a question



Please click on 

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# Strategy and capability to deliver our vision



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