



**2021
Investor Pack
Half Year Results**

INFRASTRUCTURE

TECHNOLOGIES

ENGINEERING SERVICES

RESIDENTIAL & HOTELS

FACILITIES MANAGEMENT

TClarke

In Touch With Tomorrow

Introduction to your presenters



Mark Lawrence
Group Chief Executive Officer
Appointed to Board, 2nd May 2003

Mark joined the company in 1984 as an electrical apprentice. He completed his apprenticeship in 1987 and progressed through the company, becoming a Technical Director in 1997, Executive Director in 2003 and Managing Director, London Operations in 2007 and as Group Chief Executive Officer since January 2010. Mark has led strategic changes across the group and remains a hands-on leader, taking personal accountability and pride in TClarke's performance and, ultimately our shareholders' and clients' satisfaction. He regularly walks project sites and gets involved personally with many of our clients, contractors and our supply chain.



Trevor Mitchell
Group Finance Director
Appointed to the Board on 1st February 2018

Trevor is a Chartered Accountant and accomplished finance professional with extensive experience across many sectors, including financial services, construction and maintenance, education and retail, working with organisations such as Balfour Beatty plc, Kier Group plc, Rok plc, Clerical Medical Group and Halifax plc. Prior to his appointment, Trevor had been working with TClarke since October 2016, assisting with simplifying the structure and improving the Group's financial controls and procedures.

TClarke

Infographic

Our first class teams have the knowledge, skills and reputation to continue to be regarded as one of the best contractors in the sector.



TClarke is an industry leader in the design, installation, integration and maintenance of the digital, mechanical and electrical technologies and infrastructures that a 21st century building needs for control, performance and sustainability.

Across the UK, we provide a large-scale, flexible resource of specialist expertise, based in market-leading Engineering Services and digital capabilities, to help our customers deliver their construction programmes safely.

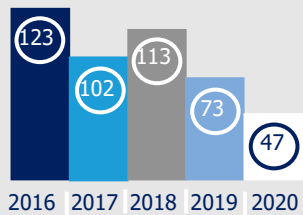
Our reputation for high quality and the successful application of new technologies has been built over 130 years.



5 year accident Reduction

Continued and persistent focus on accidents and incidents

Annual group accidents



People
Directly employed, high quality engineering services personnel



Apprentices
Renowned for our apprentice programme with highest intake in our sector



UK NORTH

LONDON

UK SOUTH

Where we operate

TClarke provides a complete UK coverage from nineteen locations nationwide from three regions in order to allow us maximum agility in tendering and delivering the projects we target.

Our strategy

Our strategy is to sustain world class engineering services capability and build a 'growth-ready' platform capable of existing and fast-changing opportunities for value creation.

Our half year results To June 2021

Revenue
£138.2m
2020: £334.6m

Profit before tax
£1.9m
2020: £1.7m

Forward order book
£503m
2020: £402m

Net cash
£2m
2020: £7.5

90% of turnover in 2020 was with repeat clients

£500m
3 YEAR PLAN



Infrastructure



Residential & Hotels



Facilities Management

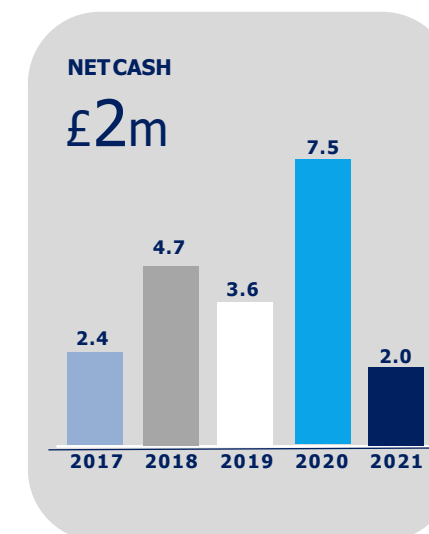
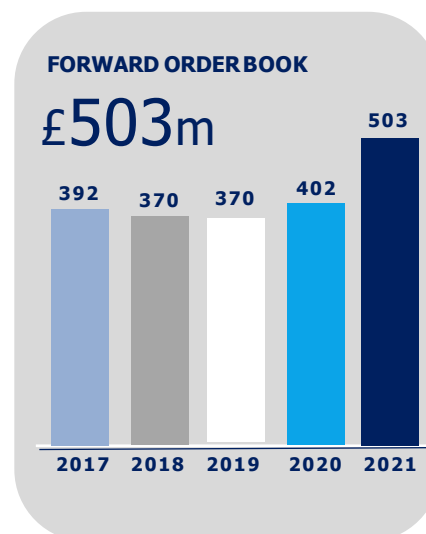
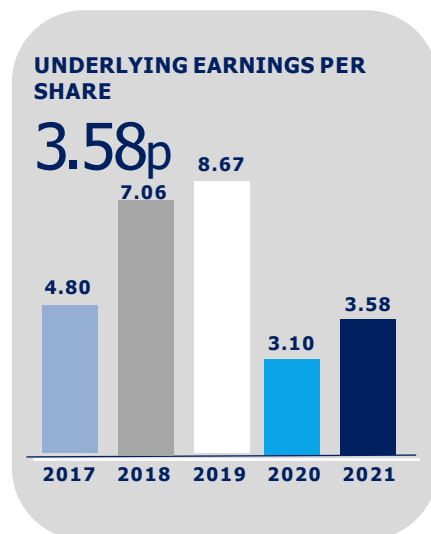
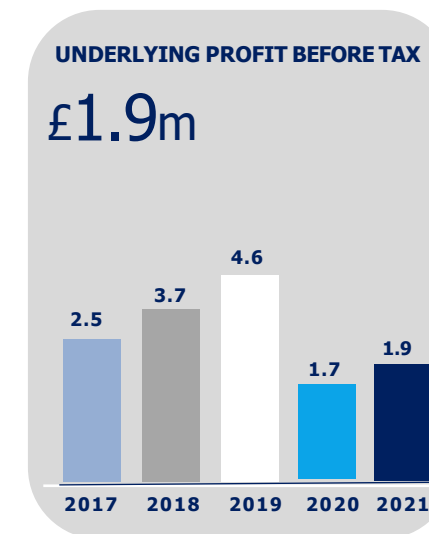
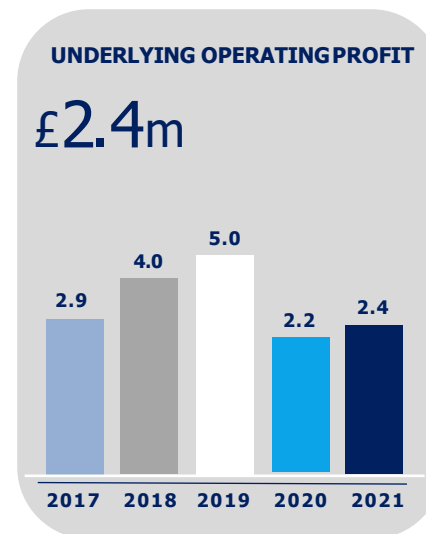
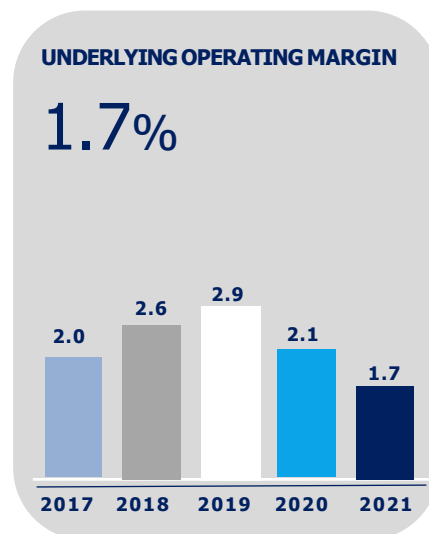
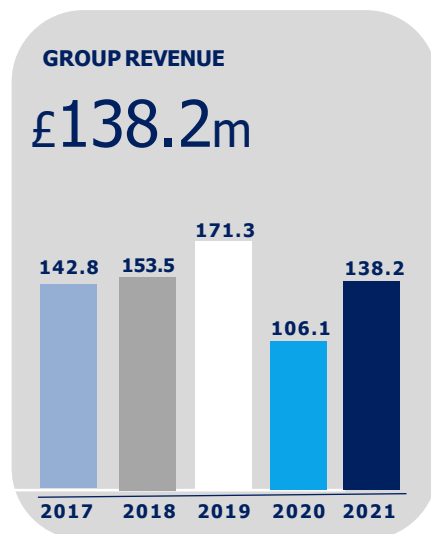


Engineering Services



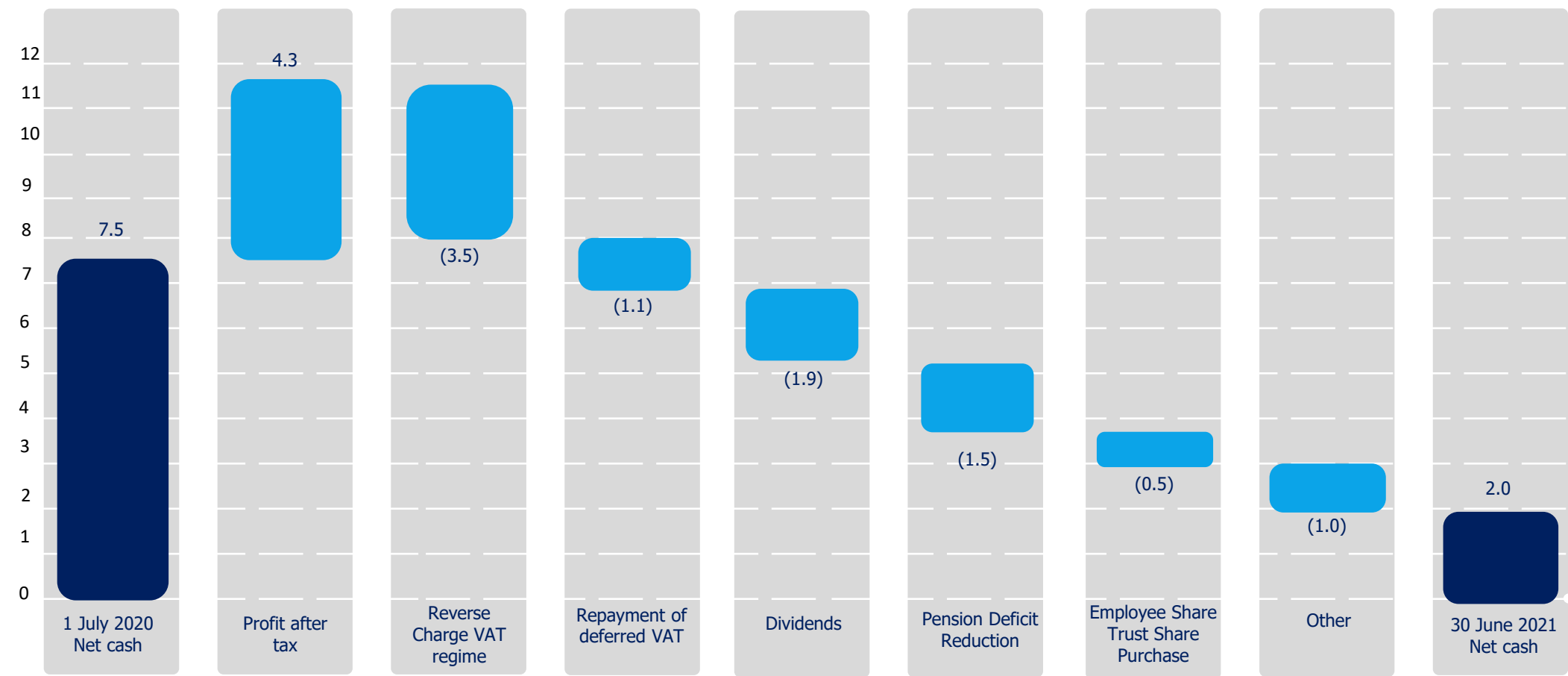
Technologies

2021 Half Year Financial Highlights



Cash Flow

Cash Performance £m



Balance Sheet

	HY 2021 £m	HY 2020 £m
Non-current assets		
Intangible assets	25.3	25.3
Property, plant and equipment	7.6	7.9
Deferred tax assets	5.2	5.9
Trade and other receivables	3.2	-
Investments	0.0	2.0
	41.3	41.1
Current assets		
Inventories	0.4	0.3
Amounts due from customers under construction contracts	56.4	39.6
Trade and other receivables	37.3	31.3
Current tax receivables	0.6	0.0
Cash and cash equivalents	17.0	22.5
	111.7	93.7
Total assets	153.0	134.8
Current liabilities		
Bank loans	(15.0)	(15.0)
Amounts due to customers under construction contracts	(1.8)	(1.5)
Trade and other payables	(85.8)	(68.3)
Obligations under finance leases	(1.2)	(1.5)
	(103.8)	(86.3)
Net current assets	7.9	7.4
Non current liabilities		
Retirement benefit obligation	(24.5)	(29.9)
Obligations under finance leases	(2.0)	(2.9)
Deferred tax liabilities	(0.2)	0.0
Trade and other payables	(3.5)	0.0
	(30.2)	(32.8)
Total liabilities	(134.0)	(119.1)
Net assets	19.0	15.7

Investor Case



Balanced Business Model

Sustainable revenues across our five market sectors. An integrated offering and expertise in technology solutions differentiates us from competitors and we strive to be the contractor of choice for all projects. 90% of our revenue comes from existing clients.



Disciplined and Robust Risk Management

We operate a highly effective and selective approach to tendering and potential customer risk assessment. We adopt a robust and consistent approach with regard to profit recognition and claims provisioning.



EPS Growth and Progressive Dividend Policy

We strive to increase earnings over the cycle and are committed to a progressive dividend policy, whilst balancing the rewards to shareholders with the interests of our wider stakeholders.



Growth Strategy

We have a revenue target of £500m within 3 years whilst maintaining operating margin.



Strong Cash Flow and Balance Sheet

Our cash generation is strong and planned capital investment for efficiency and growth is funded from internal resources.



Forward Revenue Visibility

Our secured forward order book at 30th June 2021 stood at £503 million, including £292 million booked for 2022 and beyond. Pipeline bid opportunities typically exceed £1 billion.

Our strategy

1

£500m Revenue Target

We focus on five market sectors. We intend to grow our market share organically by winning and delivering large scale opportunities across all sectors throughout the UK. In addition we continue to target Data Centres in Europe on a selective basis

2

Significant EPS Growth

Through successful targeted tendering and operational efficiency we will focus on delivering significant EPS growth whilst maintaining our operating margins.

3

Remain contractor of choice for landmark projects

There is a substantial premium market of major London projects and their complexity and scale means few can deliver the same quality of work, depth of resource and integrated services offering as TClarke.

We will continue to target and deliver this work and increase our market and engineering leadership.

4

Build long-term lasting relationships

We will continue to grow, supporting principal contractors and our clients working on major projects across the UK, leveraging the quality of our regional resources and national brand reputation.

5

Maintain a balanced business

We balance our business by strategic management of our order book with a blend of existing markets of Infrastructure, Residential and Hotels, Engineering Services, renewing FM contracts and new markets such as Technologies.

On our Journey to £500m Turnover

Our five target sectors can support a step change in scale for TClarke and 2020's project wins have set us in a strong position.



Infrastructure

£93m

Forward order book
June 2020 £85m

Revenue
30th June 2021 **£44m**
30th June 2020 **£28m**

	No. of 2021 Projects	Projects in Order Book
Defence	4	8
Education	24	35
Healthcare	33	42
Prisons	3	3
Other Government	9	9
Totals	73	97



Residential & Hotels

£113m

Forward order book
June 2020 £112m

Revenue
30th June 2021 **£29m**
30th June 2020 **£18m**

	No. of 2021 Projects	Projects in Order Book
Hotels	4	6
New Build	65	74
Refurbishment	4	4
Totals	73	84



Facilities Management

£12m

Forward order book
June 2020 £17m

Revenue
30th June 2021 **£7m**
30th June 2020 **£9m**

	No. of 2021 Projects	Projects in Order Book
Long Term Frameworks	2,303	2,431
Planned and Reactive Maintenance	11,891	12,552
Totals	14,194	14,983



Engineering Services

£153m

Forward order book
June 2020 £139m

Revenue
30th June 2021 **£45m**
30th June 2020 **£35m**

	No. of 2021 Projects	Projects in Order Book
Commercial Offices	22	31
Leisure	11	13
Retail	10	13
Other	2	2
Totals	45	59



Technologies

£132m

Forward order book
June 2020 £49m

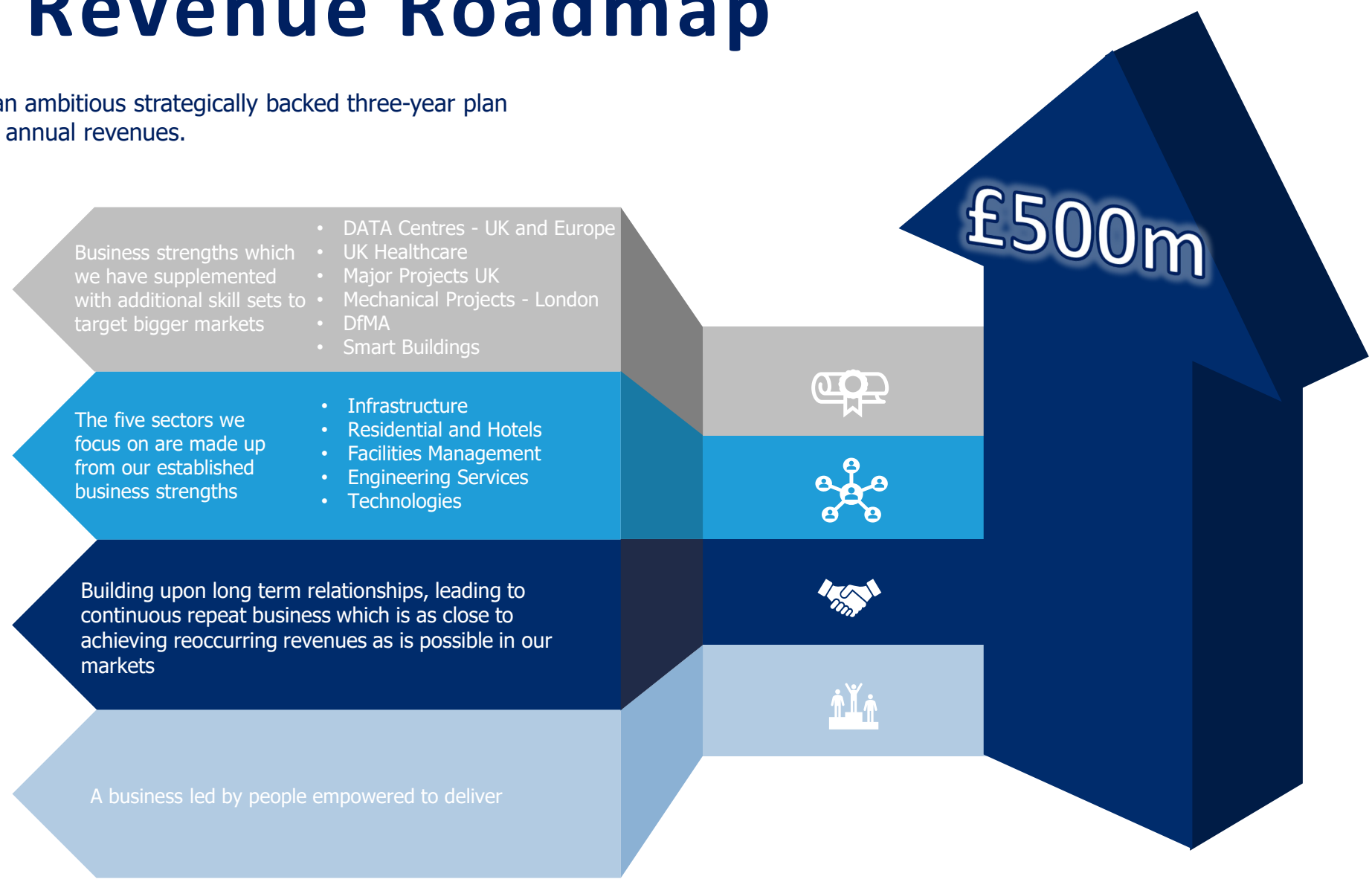
Revenue
30th June 2021 **£14m**
30th June 2020 **£16m**

	No. of 2021 Projects	Projects in Order Book
Manufacturing and Prefabrication	4	4
Data Centres	4	5
Smart Buildings	12	18
Other	3	11
Totals	23	38

Total Forward Order Book as at June 30th £503m

£500m Revenue Roadmap

TClarke has set itself an ambitious strategically backed three-year plan to deliver £500 million annual revenues.



We remain focused on delivering results for all our stakeholders and have the capacity and depth of expertise to expand to successfully meet our ambitious goal of £500 million revenues.



Infrastructure

Forward order book
June 2020

£93m
£85m

Revenue
30th June 2021

£44m

30th June 2020

£28m

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York National Records Centre



Ashford St. Peters Hospital



Chiltern Vale CURA (Connected Units for Respiratory Ailments)



Royal Veterinary College, Hawkshead Campus



Royal Cornwall Hospital, PRU Treliske



City of London Academy Shoreditch Park



Residential & Hotels

Forward order book **£113m**
June 2020 £112m

Revenue **£29m**
30th June 2021

30th June 2020 £18m

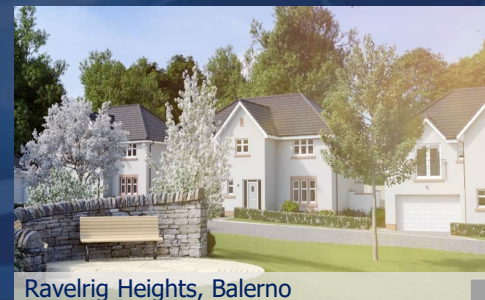
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One Bishopsgate Plaza, London



The Minories Hotel, London



Ravelrig Heights, Balerno



The Peninsula Hotel, London



St George. Beaufort Park, Hendon



One Nine Elms, City Tower



Avant Homes, Hawthornden, Midlothian



Engineering Services

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June 2020 **£153m**
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8 Bishopsgate, London



Bankside Yards West, London



Oxford House, Oxford Street, London



Bristol Beacon,



Barclays, Radbroke Hall, Cheshire



IQL, S4, Stratford



St. Sidwells Point, Exeter



Gateway Central, White City, London



Technologies

Forward order book
June 2020 **£132m**
£49m

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Module



Data Centres



Smart Building Offering



Design for Manufacture and Assembly, DfMA, Utility Cupboard

Sustainability

Being a responsible business leads to more opportunity



2050 UK GOVERNMENT STANDARD

Net Zero Carbon Emissions

2030 UK GREEN BUILDING COUNCIL STANDARD

Environmental Advantages of Off-Site Riser Modularisation

Off-Site Riser Modularisation

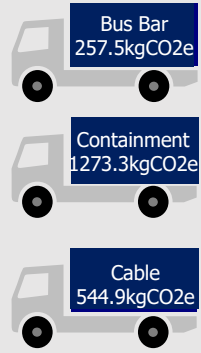
VS

Traditional Install

Three deliveries equates to all riser modules

All deliveries to site per riser module

= 157 LESS DELIVERIES = SAVING 2075.5 kgCO₂e



"TClarke align with client's low carbon ambition"

60% LESS WASTE

Deliveries to our well-controlled off site modularisation facility would result in 60% less packaging waste

OFFCUTS REUSE

Metal off cuts will be reused rather than scraped



Distribution Boards delivered to site individually

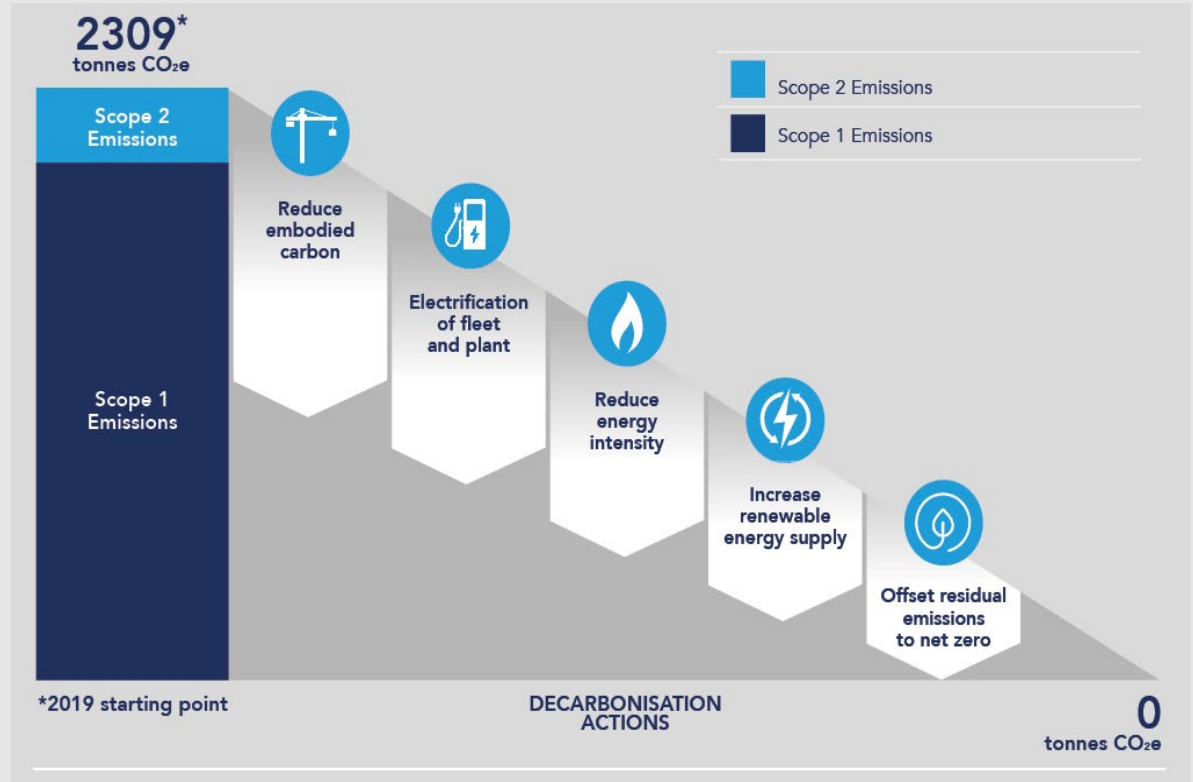
Delivered off site by pallet = 36 Distribution Boards



19.4 tonnes CO₂e

Based on two working operatives working, there would be 1,024 WORK HOURS saved if each riser was modularised off site.

TClarke Roadmap to Net Zero by 2030



Investing in our People

Our people are our biggest asset

- Across the UK from our **19 offices**, we employ in excess of **1200 skilled engineers, tradesmen and women**.
- Our key differentiator is our industry leading apprenticeship scheme. Apprentices & Trainees represent **17%** of our employees against an industry standard of **5%**
- The Future Leaders Programme identifies strong leadership candidates at various stages of their careers. All Future Leaders gain opportunities for career progression, and many have moved into management positions across the Group.
- TClarke provides all employees with career pathways with training opportunities.



Summary



“

We are immensely proud of the teams here at TClarke that have worked hard to secure our largest ever order book which now stands at £503 million. In March of this year, I stated that we expected revenues and profit to build rapidly throughout the course of the second half of the year as our recently secured projects gain momentum. We have an excellent balance of projects across a wide range of growing sectors and our reputation for delivering high quality work remains a key strength of our business. With the current project programmes, we believe that the second half of 2021 will be the busiest in our history. ”

Appendices

The background of the slide features a dark blue color with a subtle grid pattern. On the left side, there is a large, abstract graphic consisting of several concentric circles and arcs, some of which are dashed or broken, creating a sense of depth and movement. The overall aesthetic is modern and technological.

Meet the Board P18

In Touch With Tomorrow

Board of Directors

Non-Executive Directors

Our Non-Executive Directors have deep experience from across business sectors. It brings a wide range of knowledge on digital transformation, solid growth and strong governance to bear for the benefit of our business.



Iain McCusker
Chairman



Peter Maskell
Senior Independent
Non-Executive
Director



Louise Dier
Independent
Non-Executive
Director



Jonathan Hook
Independent
Non-Executive
Director

Executive Directors

TClarke is led by people with exceptional experience of the industry and a genuine sense of stewardship. Both our Group CEO and MD began as apprentices with TClarke and are fully qualified professionals. Like so many of our leaders, their careers have been built on engineering and project achievements, working with our clients and taking the TClarke brand forward.



Mark Lawrence
Group Chief Executive
Officer



Mike Crowder
Group Managing
Director



Trevor Mitchell
Group Financial
Director