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Moderator questions in Bold, Respondents in Regular text.

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Steven Wright: Good afternoon. I'm Steven Wright. I'm the general manager in Harland & Wolff Belfast. So, you've got a bit of a double act today. Matt Smith, who's our group director of commercials for renewables and energy. So, we've, sort of, split this presentation in two. So, we'll, we'll kick off with a video. Hopefully. (Video plays 00.33-01.36). Okay, Harland & Wolff Group. So, we have four sites now. We have obviously Harland & Wolff here in Belfast. We have Harland & Wolff Appledore, Methil, and Arnish. So, it's all placed strategically around the UK, and support both-, sorry, all the areas, and all the sea channels. The four sites offer the largest UK fabrication footprint, which in essence allows us to reduce fabrication times and schedules by up to 30%. Obviously, that's great for a client. We have the largest fabrication footprint, as I say, within the UK, at 334.6 hectares in, in, in, in, in, in size, with over 70,000 square metres of covered fabrication space, one of which being one of the largest fabrication halls in Europe. Here in Belfast, we have two of the largest dry docks in Europe. The, the, the main building dock is 556 metres long by 93 metres wide, and our ship repair facility is around 335 metres by 50 metres in width. Allowing you to take in some of the largest vessels, and seagoing vessels that there are. Very easy access both in the Victoria and Musgrave channels, which is great for vessels coming in, but also when they're going back out again.

Direct access, I'm sure, Colm has touched on when you've seen some of the harbour slides, how simple and easy it is to get into, into, into the shipyard. What we offer. Complete lifecycle management. So, from the technical services side with our in-house engineering and design capabilities, fabrication and construction, where we can take on projects. As I say, we can do up to 250 metric tonnes per week. So, we have a large capabilities for fabrication and construction. Repair and maintenance through the ship repair facility, for example, and also through the building dock, we have brought in over 60 vessels over from, from last year. All of which have been delivered on time, and the budget. In service support, which is something that we're focusing on now, where we can offer the support of the group anywhere in the world. So, that's a biggie in for us now. Conversion works, so again, the, the, the support. The ship our side, we also look at the conversion. Conversion-, converting, sort of standard vessels to maybe, you know, FPSOs to accommodation to modules, and that's something we offer as well. And then the decommissioning. There's obviously with all of these, these vessels, all of the support side, there's the decommissioning that comes as well with it.

Our markets. So, we operate across a series of markets. Previously, shipyards worked in ship building. What we have discovered, or what we have found as a group is that we just cannot survive solely in the ship building market. So, we operate in defence, commercial, oil and gas, cruise and ferry, and as we're

here today, renewables. I'll talk a bit more now about Harland & Wolff Belfast. Harland & Wolff, it's, it's 81 acre site currently, which is made up of the main building facility which is just across from us here, and the ship repair facility which is at the end of the road as you go out to the left. As I say, we touch on some of the-, some of the capacities and capabilities. Two of Europe's largest dry docks. Over 30,000 square metres of covered fabrication facility. Internal crane capacity of over 300 tonne. Reinforced quaysides for, for load-outs of large renewables, whether it be jacket structures, large units for fabricating, sorry, fabricating-, fabricated units for the floating sector, assembly areas for ground blocking. So, we have both Samson and Goliath, which obviously most people know that about Samson and Goliath, 840 tonne capacities in each crane. So, that allows us to do large fabrication, and then we can load it into the dock.

As I say, separate dock for ship repair, where we have, you know, over 70 vessels coming through. As it stands today, I think we have one, two, three, four vessels on the go at the minute in various stages of, of the repair cycle. Dedicated painting facilities both in our fixed structures of painting and blast sales, but also what we call rub, which are two large-, two large units where we can lift the roof off and install, place in large fabricated sections for blasting and painting. Deep water quays, 8.6 metre water, water depth along the quays, again to take large draft vessels, and significant internal and external storage spaces. In the main building dock, and this is something which is I'm not sure where there's anybody else can offer, sort of, this facility. Our main building dock, as I say, is 556 metres long by 93 metres wide, but we have what we class, what we call the intermediate dock gate. It allows us to split the dock, and keep one side-, one side wet, and the other side dry. That's gonna be utilised currently, and we have a project at the Belfast side of the dock which we lock in and keep dry for approximately twenty weeks. On the wet side we'll still be doing ship repair work, and, and that just keeps going, okay. We have four spaces within the dock. So, we can range from 130 metres, and we can split the dock at various areas, right up to the 556 metre space that we have.

An extensive track record, not just in the ship repair side, but also in the offshore heavy fabrication. East Anglia One, there's been some pictures of East Anglia One. So, it's been manufacture of steel foundation jackets for Scottish Power Renewables for the offshore, just off the coast of England. So, it included the assembly of eighteen wind turbine jackets of 64 metre heights and 840 tonne. Ormonde Offshore Wind Farm, again situated off the coast in the-, off, off, off the Cumbrian coast in the Irish Sea. The second UK offshore wind farm to use REpower's five megawatt turbine. So, obviously the turbine sizes are increasing, which means footprints increase, which means weights increase, and capacities increase. There's a transportation side as well, a logistical side, where we can store, you know, whether it be nacelles, blades, ready for their transport, or ready for assemblies for sailing offshore. Friedrich Ernestine, again, was more of a ship repair project. Again, getting ready to service the offshore side. Where we brought the vessel in, we removed the spudcans, basically which are what goes onto the seabed. So, we can reduce those, increase the size of those, depending on soil conditions. So, that was-, that's work that we can carry out in our ship repair facility as well. Robin Rigg offshore wind farm, again, three megawatt turbines located off Dumfries and Galloway, and Solway Firth.

Again, fabrication, storage, assembly, sail out, load out, and, and, and, you know, everything being brought in-house as well. So, that's just a bit about the facility. So, one thing that, that, sort of, people have touched on throughout is acceleration of time, which we are ready for with the four sites have put us-, puts us in a great position where we can utilise each site to support one site. So, for example, if we're doing assembly works here in Belfast, we can be supported by the three other sites. Each of the other sites has got its own capability. The Arnish site, it's a site that we'd use for rolling. So, if she can roll up to 150 millimetre thick plate. The Methil site has got a, a, a track history in jacket fabrication, and offshore fabrication. The Appledore site can also assist Belfast in the ship repair side, the ship building side. So, we come back to the, sort of, the markets that we-, that we operate in, which is to ensure that, that it's not just a one-, a one, sort of, track. So, that we have the options of, of utilising different markets. We also touched on some of the, the people and skill requirements, something that we're actively engaged, engaged in now. We've started things like, for example, working with the local colleges. Our welding academies, because it's something that we have identified as, as a-, as a shortage.

Apprentices, we've started our first intake of apprentices in, in 2021, and we're going to increase that this year, potentially bringing the Belfast an additional 40 apprentices. Supply chain, obviously, it's all about supply chain as well. So, currently on our books we have over 600 suppliers. That will grow, that will develop, whereas we look at, at how we, we do joint ventures, how we do framework agreements, and again, all of this is to support across all of the business, but obviously we're geared towards the offshore, whether it be floating, or fixed as well. Okay, so that's, that's just a brief run through from myself, and I'll hand over to Matt, who will carry on with the rest of the presentation.

Matt Smith: Okay, thanks. Good afternoon. Matt Smith, group director of commercial for renewables and energy. So, I look after pre-, post-contract tender works, bidding, etc, right across the company. Looking after renewables, offshore wind, tidal, etc, and energy, which is re-badged oil and gas market. Ready to ramp up, Steven's touched on what we've been doing in the past couple of years since Harland & Wolff was acquired. The company, in reality, 161 year old name, fantastic name, fantastic history. But, in it's current format, Harland & Wolff's just over two years old. The company was acquired, Harland & Wolff Belfast was acquired in December 2019, Appledore in April 2020 and then two years in Scotland, where I'm from, I'm sure you can all guess, so, one on the Fife coast in Methil, another one in the outer Hebrides. The yards, that Harland & Wolff acquired, there was one in a condition that was really conducive to major fabrication projects.

Years of lack of investment, no investment from previous owners, oil and gas crash followed by pandemic etc, etc, we've-, several people have touched on it today. We've-, the company-, one of the companies-, the company that Harland & Wolff acquired last year was Burntisland Fabrications limited, or, BiFab. I used to work with those guys, so, as part of the acquisition we've reopened the years, we have reinvigorated the workforce. We're now in a situation just now where we have had a huge focus on HR, our team have been out and been across the country doing roadshows from the North of Scotland all the way down to the South of England, all the way through Ireland. We recognise that there is a shortage of skilled labour, whether that's to do with an ageing workforce, whether it's to do with the pandemic, people

choosing to retire early or go off and do something different. So, we're engaged in a travelling workforce. We have thankfully built up a great deal of loyalty across the years. So, when we've been able to reopen the yards and get these up and running. We have been able to draw on local labour pools and bring them back. So, you know, foresights, as, Steven, said, one team were transferable right across the country.

Culture and ethos, so, curious, as a new group as a new company, we're embracing the future, discovering new and better ways of doing things that's excite us. We're agile, because we're young, because we're still a small management team, we're able to adapt. We make change work for us and our clients. We're evolving. We innovate, we evolve. We're investing in talent, we're investing in technology, processes and our facilities, which I'll touch on in a minute. We're confident, we actually believe that we've got something different to offer the market, not just in the form of a traditional fabricator, we're genuinely looking at it to see what we can do differently. We're engaged, we're engaged across several different markets, the renewables being one of the key ones, and we perform. We've touched on what's happening here in Belfast in the ship building side, everything that's going through there just now, is fantastic. It's going out, it's going out on time. In terms of investment, so, across the group, over the course of the past two years, our parent company has probably invested somewhere in the region of 12 million pounds.

This is just an example of what we've done in one of our yards. Now, in the Methil facility which is-, in terms of footprint, that's actually larger than the Belfast facility, it doesn't have dry dock capabilities, so, it's not competing for ship build, ship repair, it's there to support. If we're in a situation where we're looking at ship build here, we can be building hull sections and ship them round, but, it is a-, it's a facility that is recognised for fabrication, structures have gone out into the North sea from this yard, probably for best part of 45, 50 years now, under a variety of different owners. So, recently, looking at the areas where we knew we needed to invest, we've spend just under a million pounds on a new pipe profiling machine, this is in recognition of the condition that we're receiving materials in from clients.

A lot of the projects that we work on, the materials are are free issued. You expect something to turn up a certain way, it doesn't, you then have to ship it out to a subcontractor, you're paying additional transport, carbon footprint, etc. So, we bought our own machine. We've been upgrading the gantry cranes. Unfortunately, we don't have anything like Samson & Goliath, I mean, these are iconic landmarks in Belfast. New paint facilities, new buildings. We've been investing in our process and systems. We're currently rolling out a new integrated IFS system which is control of materials, labour, everything, right across the group. So, all the sites are working on the same basis. Skills, Steven touched on apprenticeships, very, very successfully this year, or, just last year, sorry, 39 new apprentices into the group, 13 of which were placed here in Belfast. We agreed in a management meeting last week that our target is year is 100, 40 to 50 of which will come to Belfast.

And, we're looking to set up the welding academy here and then we'll mirror that across our other

facilities as we start-, continue to grow, because, we recognise, again, that the only way to backfill the shortage of labour is by doing something different. The welding academies will end up being across all four of our facilities and we'll be in a situation where we'll be able to offer that service to the market, as well as training people up in house. As a group, community investment, the-, the Methil site was not a pretty site. It was a, you know, it was an eyesore in terms of people driving past and things. So, we've been working with the local community to make sure things like that are improved. We've done the same here in Belfast, doing the same across the sites. Two years ago, we-, or, one year ago, sorry, we went through the process of being acquired. We're now sitting with over 4 million pounds spent on the Methil yard. We're up to, just under 200 employees.

The project that we're working on, that will peak at about 400. We're aiming to have a core of probably 6 to 800 within that facility. We're looking to end up with a core of probably something similar here and because of the side of our Appledore and Arnish sites, they'll be smaller, but as a group, over the course of the next five years, we're aiming to get up to 1,000 to 1,200 people. Pipeline in the renewables market alone, un-sanitised, you can look at every project and fabrication that we can see 3.3 billion pounds out there over the course of the next ten years. You actually look at the target projects, Celtic Sea, Northern Irish, all of the ScotWind round of projects, we can easily see 300 million pounds worth of fabrication between Belfast and Methil over the course of the next five years, not ten. Project that we're working on just now, so, this is the Neart na Gaoithe offshore wind farm, Saipem are the EPCI contractors, the developer is EDF, or NNG, 1400 tonne jackets, project will be in excess of half a million man hours. We're receiving free issue materials, fabricating, constructing, painting.

We'll spread some of that fabrication across our facilities. We're doing secondary steel platforms (mw 19.52) etc in Arnish and we're in a situation just now where we're currently negotiating for more of this project and should we be successful, the-, we'll be then looking to allocate a chunk of that fabrication to Belfast. One of the things that, Steven's done very successfully over the course of the past two years, is get the, the docks up and running and running very, very successfully. We now need to replicate that with our fabrication shops. I'll just touch on supply chain, how do you become a supplier to Harland & Wolff, how to engage with us? So, the contact details are on the next slide, but the reality is, you're all probably operating something similar, pre-qualifications, supplier assessments, evaluation and supplier prequal. 600 on the books just now and that will only continue to grow. Hopefully we'll be able to work with some of the people we've met here today. If anybody wants to get in touch, there's the supply chain at harlandandwolff.com and rather than continuing to rabbit on, I think, this is a video for us to finish on.

Video: Harland & Wolff, household names. Across three centuries, 160 years. 300,000 people, grandfathers, fathers, daughters, brothers, sisters, neighbours, friends. The world's most famous ships, from the world's most famous ship builders. Well, we're not just ship builders any longer, because the world's changed and so has Harland & Wolff. We still look out, but with new sites in our horizons, where once our giant strode the globe, now our twins exists in wafer thin silicone. We're still pioneering of course, still dreaming, still designing, but now, we're digitising too. Engineering whole new worlds, virtual, real and connecting them. We've taken some of the largest dry docks in Europe, and flooded them

full of fresh ideas. Now, current assets are given a new lease of life. We're refurbishing, repairing, replacing and renewing and brand new capabilities are brought to life.

From drawing boards, to data, to delivery. From recycling to renewables. Batteries, hydrogen, synthetic fuels, there's a wind of change blowing through Harland & Wolff, a new energy. We're still fabricating and facilitating, supporting everything from rigs to defence of the realm. From construction to decommissioning, a wealth of services for sovereign capability and above all, we're combining the best of artisan craft with the very latest technologies. Sharing skills and expertise across the generations, from concept to completion. In 1861, Harland & Wolff was alive with people. In 2021, it's alive with possibilities. You see, we're not just ship builders any longer, we're building a bright new future, for ourselves and for you. Welcome to the new, Harland & Wolff.

Matt Smith: Thank you.