

Deloitte.

*Shaping
Future Cities*



A new WAY

Ready to unlock Western Australia's potential?

We are at the tipping point of immense possibility.

Fuelled by nine collaborative clusters of opportunity, modelling by Deloitte Access Economics indicates we can add billions into the WA economy and create more than 75,000 additional jobs of the future by 2029.

We're rich in resources, perfectly positioned and the opportunity right now is staggering.

The challenge ahead of us is real, but the opportunity is also there for the taking.

We've identified nine collaborative clusters that can help Western Australia grow, thrive and accelerate as we head towards 2029.

It's time to make our own waves, and start creating...

A new WAy.

WA has extraordinary potential

Geographically situated in the world's most populous time zone



Some of the world's best new energy resources

including solar, wind and geothermal



Technologically advanced workforce

Leading the globe in remote and autonomous operations



Rich in tech metal:

- Battery minerals
- Rare earth metals

A mindset looking at the possible, rather than the impossible

Strong trading relationships

with the world's economic growth powerhouses across Asia

Politically stable with strong regulatory, legal and banking structures



Transparent and ethical environment in which to operate

1/36

One of 36 biodiversity hot spots on the globe



Large land mass, clear skies & low population *perfectly located* on the planet

Highly ranked

global universities and technical training schools, combined with an operational footprint of the world's leading resource companies



The **oldest rocks** and the oldest **continuous culture** anywhere on the planet

Business & government

environment with massive potential to collaborate



...and now is the time to seize the opportunity

Clusters of opportunity

We have identified nine clusters that can unlock future opportunity for WA.

But what is a cluster?

It's all about opportunity. A cluster is an action-oriented hub bringing together multiple players from across the economy.

Each cluster exists in response to global need, but is also aligned with WA's comparative strengths. Every opportunity we've identified is a result of either an existing natural advantage, being at the right place at the right time, or is leveraging the technological developments of the resources boom.

To be considered a cluster the following must be true:

1. Align *global need* with *what we do best*

At the intersection of the global drivers of change and WA's comparative advantages lies opportunity.

2. Add significant value

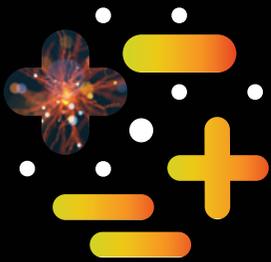
These clusters go above and beyond what is already being done in WA and drive future prosperity. These are not business as usual opportunities – they require intent to deliver.

3. Require true collaboration

Each cluster is underpinned by collaboration – across different players in the economy including government, business, community and education.

The nine clusters of opportunity

Natural advantage



Battery supply chain

A new WAY for WA to capture more value in the growing supply chain for lithium batteries

As the global demand for batteries increases, driven by increasing penetration of electric vehicles, WA is in an enviable position with a significant natural endowment of many of the key elements of modern battery chemistry.

The State is already taking advantage through direct export of lithium (spodumene), however the opportunity is far greater. WA has an opportunity to enhance its raw mineral offerings and capture more value from the global battery industry, playing to our geographic proximity to Asia, unique mix of battery mineral inputs, and existing chemical processing capability. WA can become a key player in the global battery supply chain.



Powered by hydrogen

A new WAY to decarbonise the world's industrial, transport and energy sectors

Hydrogen is emerging as a potential next-gen fuel source and carriage to supply the energy networks, vehicles and industry of the future.

The potential global market is significant, driven by Japan's recent decision to prioritise hydrogen.

WA's competitive advantage is its large supply of natural gas and vast potential to harness renewable power to generate hydrogen through electrolysis. While commercial viability of the technology is still some time off, WA must position now if it is to become a future leading producer of hydrogen.



Indigenous-owned business

A new WAY to build a foundation for Indigenous-owned business

WA's Indigenous population is under-represented in the business community.

A significant opportunity exists (resulting from the South-West Native Title Settlement agreement and industry developments) to further develop skills and capabilities to enable Indigenous Australians to play a greater role in the future economic opportunity and prosperity of WA.

This results in greater prominence as business.



Biodiversity products

A new WAY to commercialise products from our unique biodiversity

WA is one of 36 biodiversity hotspots on earth, characterised by exceptional levels of native species which have evolved in relative isolation and adapted to a harsh environment.

Yet we know so little about the flora and fauna in our own backyard.

Coupled with an indigenous population with a deep appreciation and understanding of the land and modern developments in proteomics, the potential opportunities in health and nutrition are enormous.

The nine clusters of opportunity

Right place, right time



Our place in space

A new way for WA to play a leading role in the new space race

The global space industry is going through a renaissance, with increasing private sector and sovereign interest in what lies beyond our atmosphere. Space infrastructure is now critical to our modern lives; for communications, GPS, remote operations and national security. With this growing interest comes exponential growth in satellites and space activity – all of which needs to be managed.

The creation of the Australian Space Agency brings a huge opportunity for WA to fortify our place in space. WA can leverage existing land-based space infrastructure, clear skies, radio silence and our relative isolation, to play an outsized role in the space industry.



Indian Ocean defence

A new way to think about trade and security operations and the role WA should play

The majority of the world's near term population growth and future economic growth will take place in the Indian Ocean region. The growing significance of the region has substantial implications for defence and security. As Australia's Indian Ocean vanguard, WA has all the ingredients to expand our defence and naval industry.

Leveraging WA's existing capability in marine defence and world-class resources sector, we can play a pivotal role in the ongoing security of Australia and the region. This includes an expanded role in regional defence operations and playing an active engagement in the governance and economic security of our regional neighbours.



Industry education

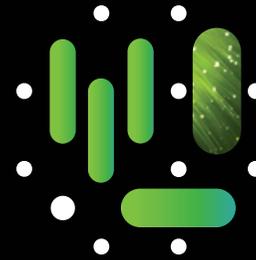
A new way to provide applied industry experience to the world's leading students through micro-credentialing

Education is Australia's third largest export and growing at breakneck speed, however WA has not made the most of the offering we have available.

An opportunity exists to develop a 'finishing school' and other new product offerings for the world's top students.

Collaboration between education providers and industry would allow students to combine technical training with real industry experience in global, technology driven resource companies. This could act as a catalyst for attracting a greater share of international students, who see the advantages to studying in Western Australia.

Technology platforms



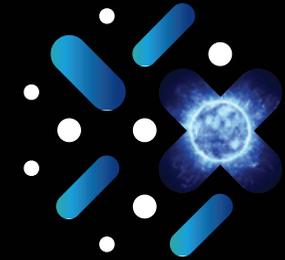
Digital operations

A new way to capitalise on the technological legacy of the resources boom through application to other sectors

WA has unparalleled experience in developing and operating technology for the remote and autonomous operation of capital assets.

This is an in-demand capability we can take to the world. A local ecosystem of data scientists, software engineers and industry experts and a highly suitable test environment could see WA becoming a technology hub for digital operations.

This capability could be applied across the resources sector and into agriculture, transport networks and further afield.



Integrated energy solutions

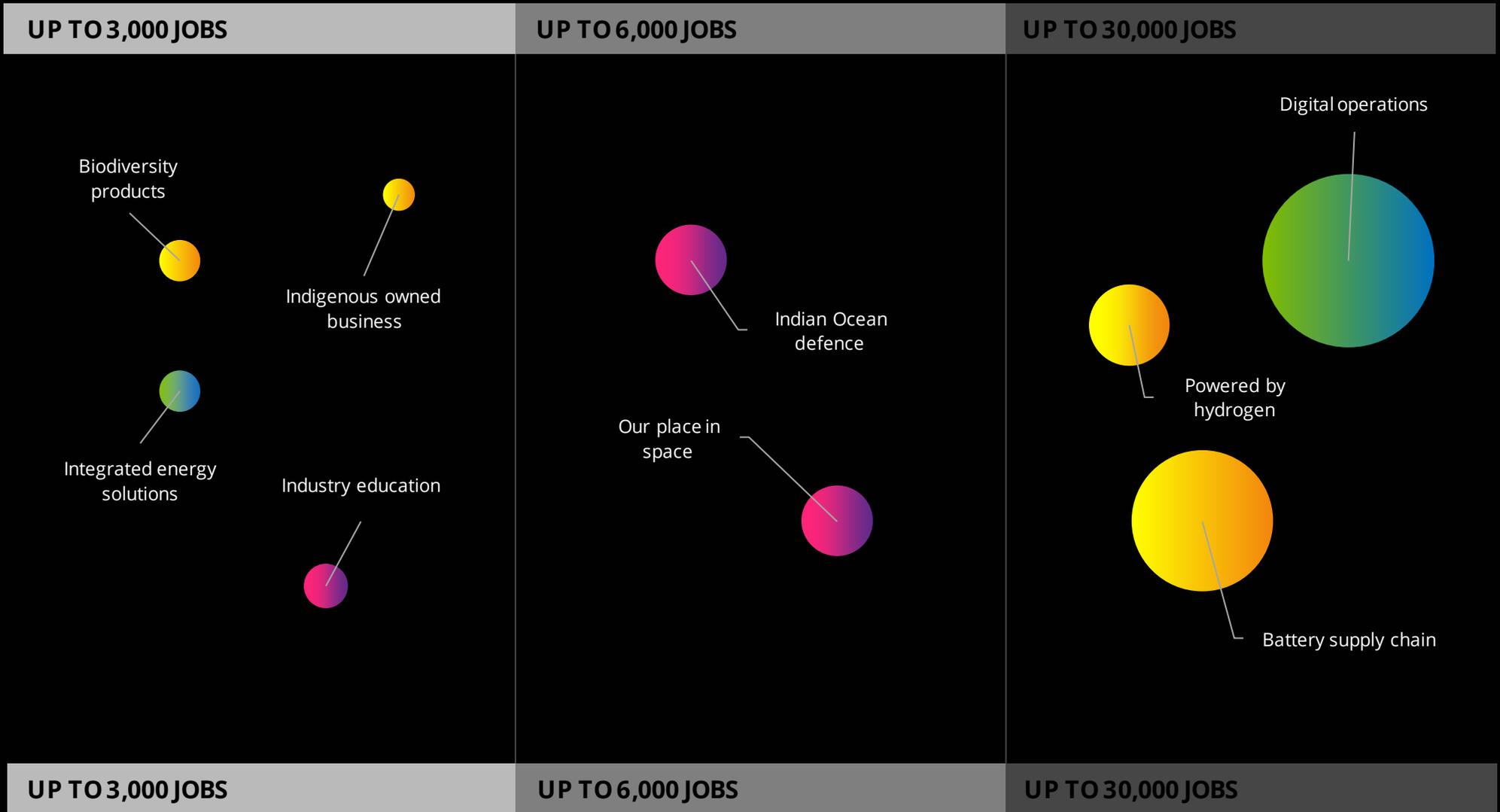
A new way to deliver bespoke energy solutions, matching local energy sources with community needs

As energy networks around the world are de-carbonised and large volumes of intermittent generation come online, the nature and operation of our energy networks is changing.

Use of battery storage and increasing costs to serve distributed and edge of grid consumption will require the use of smart grid technology.

WA has a largely isolated energy network with numerous remote sites and operations demanding solutions to operational problems – we are in a unique situation to continue to develop our already world leading technological position to create energy solutions for the world's advanced and non-electrified communities.

Collectively these clusters can deliver incremental job growth...



● Natural advantage ● Right place, right time ● Technology platforms

Doing things differently is not easy... however not doing something is not an option.

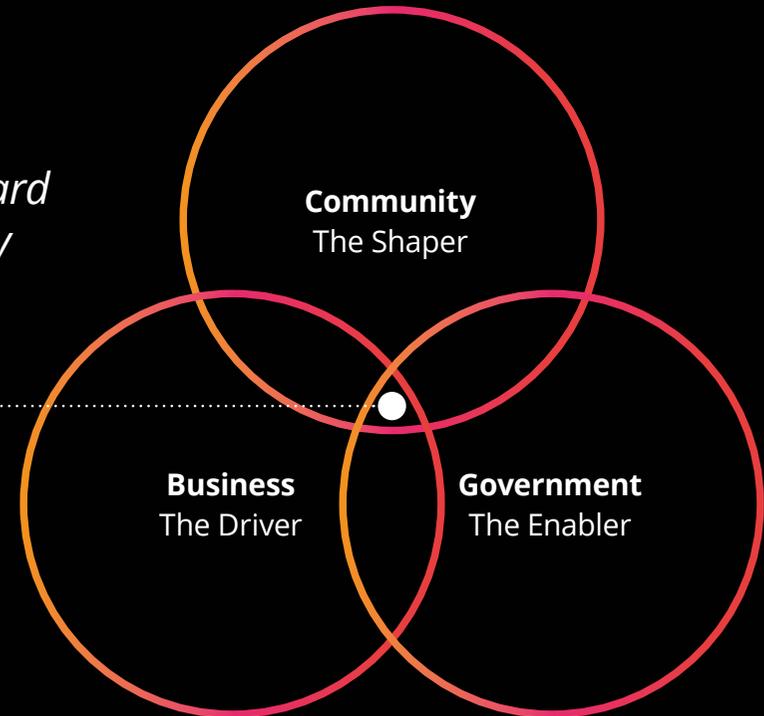
We need to create a new WAY together right now - working collaboratively across business, government and the community – to deliver on the opportunity to super-charge our prosperity and create future jobs for all West Australians.

However we must act now to take advantage. This means bringing the right people together to build on the work already done, identify the new economic opportunity and overcome the barriers to success.

We need an action plan to inform changes to policy, support enabling infrastructure, attract capital, develop talent, and drive a new narrative for Western Australia.

If you are passionate about Western Australia and positioning our State for the future, **we want to hear from you!**

ACTION
*to drive forward
opportunity*



Community – The Shaper

Active input into the future vision of Western Australia

Define what is important

Be ready to participate in the jobs of the future

Agility in a fast changing world

Know what is in it for them.

Business – The Driver

Opportunity identification
Innovation and creativity

Risk mindset

Bring the capital

Articulation of the barriers and solutions.

Government – The Enabler

Economic narrative and forward guidance

Supportive policy and market structure

Enabling infrastructure

Commonwealth and foreign relations

Fact-based business cases
Agile skills development environment.

Contact us

Michael McNulty

Office Managing Partner - Western Australia

Tel: +61 8 9365 7055

mmcnulty@deloitte.com.au

Matt Judkins

Partner - Deloitte Access Economics

Tel: +61 8 9365 8095

mjudkins@deloitte.com.au

Deloitte
Brookfield Plaza, Tower 2
123 St Georges Terrace
Perth, WA, 6000

For more information please get in touch or visit:

www.deloitte.com/au/a-new-way

Advisory panel

Deloitte is working with an expert advisory panel of leaders and changemakers to drive forward A new WAY

John Atkins

Chairman Elect of Anglicare WA,
Former Agent General of WA

Rebecca Brown

Director General, Department of
Jobs, Tourism, Science and
Innovation

Frank Cooper AO

Non-Executive Director Woodside,
South32, St John of God Healthcare;
Chairman, Insurance Commission of WA

Nicky Firth

Vice President Human Resources,
Rio Tinto

David Flanagan AM

Managing Director, Battery Minerals;
Chancellor Murdoch University

Darren Foster

Director General, Department of
Premier and Cabinet

Prof Dawn Freshwater

Vice-Chancellor, The University of
Western Australia

Elizabeth Gaines

Chief Executive Officer, Fortescue
Metals Group

Richard Goyder AO

Chairman, Woodside, AFL
Commission, Qantas

Prof Colleen Hayward AM

Pro-Vice-Chancellor, Equity and
Indigenous, at Edith Cowan
University

Prof Peter Klinken AC

Chief Scientist of Western Australia

Nicole Lockwood

Independent Chair, Westport
Taskforce; Board Member, Water
Corporation, Infrastructure Australia

Michael McNulty

Office Managing Partner, Western
Australia, at Deloitte

Rowan Munchenberg

Managing Director at Bankwest

Senator the Hon Linda Reynolds CSC

Assistant Minister for Home Affairs,
Senator for Western Australia

Jessica Shaw MLA

Member for Swan Hills in WA
Legislative Assembly

David Singleton

Chief Executive Officer, AUSTAL

Erica Smyth AC FTSE

Non-Executive Director, National
Energy Resources Australia, RFDS,
ICRAR; Chairman, NOPSEMA

John Van Der Wielen

Chief Executive Officer, HBF;
Non-Executive Director, Kyckr Limited