

Deloitte.

Infrastructure and Capital Projects

Investing and delivering projects with confidence



Optimizing value from investments in Infrastructure and Capital Projects (I&CP)

Our global I&CP practitioners, combined with our global industry knowledge allows us to harness leading practices. Combined with in-depth local knowledge, we support both the private sector and public sector, from Owners to Contractors, from Board of Directors and Executive Teams to Project Delivery Teams, to Contractors in order to:

- Choose the right projects
- Get the right funding
- Set up your project delivery for success, including the right program delivery model and contracting strategy
- Optimize performance during operations, and
- Determine how to discontinue investing in an asset

Our global network has advised on many of the world's largest and most complex I&CP projects ranging from \$5m to \$7bn USD.

The Challenge

Whether delivering a new railway, developing a mine or as a concessionaire building a highway, major infrastructure and capital projects create a path beyond tomorrow, with break-through investments and projects that can transform countries, cities and companies alike. They can require billions in funding and years to complete, and are among the most complex challenges any organization can undertake.

- As an **Investor**, you want a clear picture of the risk, the rewards, and the strategic and operational decisions that separate them.
- As a **Board of Director, Executive Team or Public Sector Sponsor**, you have promises to keep to your shareholders or constituents - all the constraints of an uncertain market environment.
- As part of the **Project Delivery Team, Private Sector Sponsor or Contractor (PPP or otherwise)**, you need to be certain that each step in a project advances its strategic purpose.

These returns and outcomes don't happen by chance. Transactions and projects of this scale require an advisor with expansive services, global reach and a sophisticated view of the entire asset lifecycle - a highly skilled team who have done this before: - this kind of deal, this kind of project, in this geography and this industry - and made it work.

Our Goal

Deloitte helps clients achieve higher returns by advising on matters across all phases of the project lifecycle, from strategy, planning, financing and transaction assistance through execution, systems, reporting, governance and optimization.

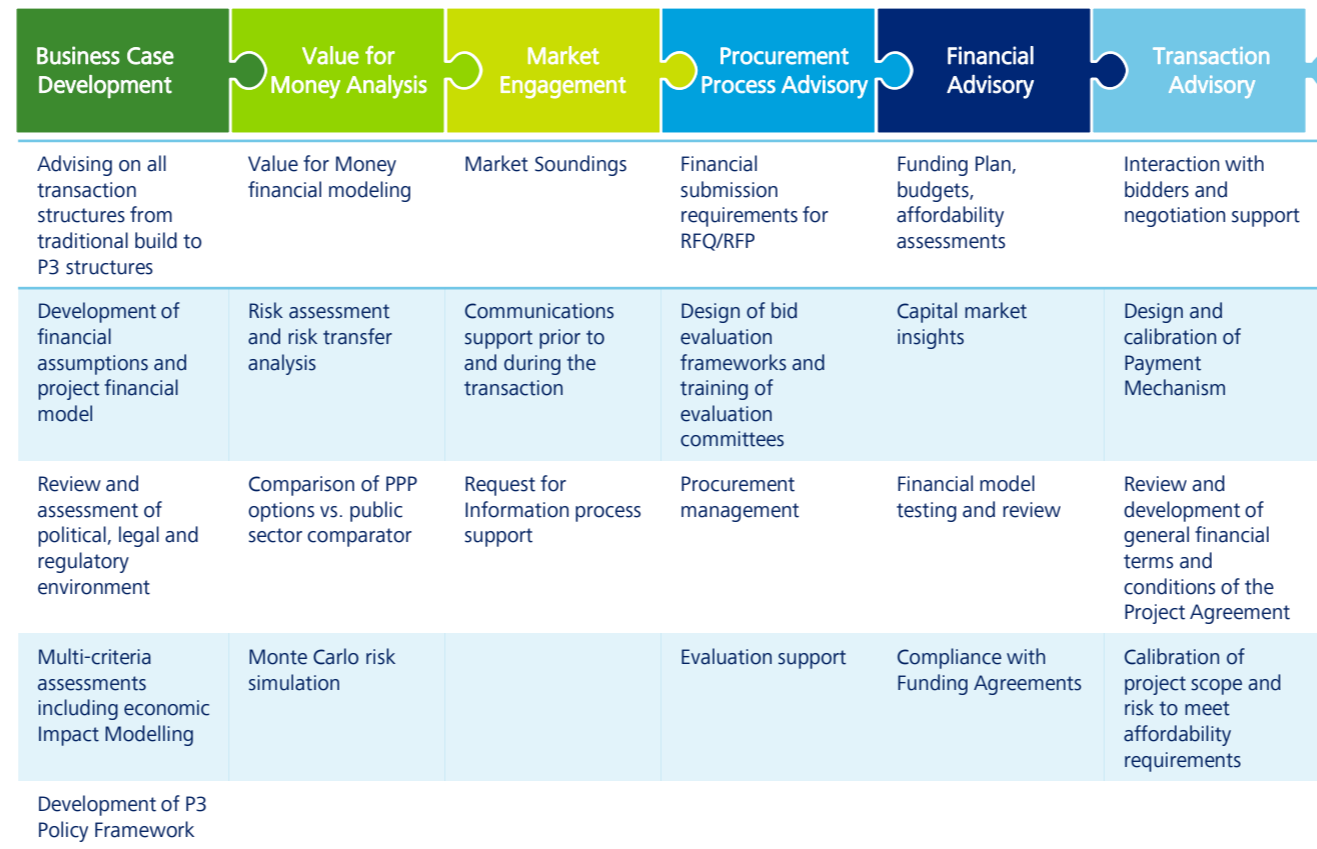
How we can assist you

Our I&CP Team consists of specialized resources with skills and practical experience in every aspect of the capital project lifecycle as well as advanced degrees in engineering, economics, architecture, business, statistics, law, finance and accounting. Our team has:

- Experience assisting clients across a range of sectors including mining, energy, public sector, manufacturing and transportation.
- Access to our global industry teams, global resources, best practices, trends and regulatory changes.
- Objectivity and independence.

Fully integrated Infrastructure offering

Deloitte's I&CP practice brings together an extensive range of services integrated into an end-to-end lifecycle to support clients in financing, delivering, operating and investing in infrastructure and other major built assets.



Our Capital Projects offering brings 4 go-to-market themes that respond to:

Investment Confidence

What should you invest in and how?

Providing the assurance that you have made the right decisions that are strategically aligned with organizational objectives **before the initial commitment is made or when readjustments are required based upon the thorough analysis of the facts and assumptions, considers risks and alternatives, and optimizes returns.**

Delivery Confidence

Are you 'fit' to deliver the project? How well are you delivering vs. leading practice in the market?

Building a suitable organization, robust systems and controls to support the delivery of capital projects is essential **when setting up to deliver 'one-off' projects and for asset intensive organizations that are right-sizing in response to changes in their portfolio. Our capability framework focuses on key aspects to get right - and it is underpinned by tried and tested tools and methods.**

Cost and Schedule Confidence

How confident are you that the project's cost and schedule are being managed effectively?

The assurance that a capital project's cost and schedule are effectively planned, managed and controlled **at all stages of the capital project lifecycle, using proven strategies and leading practices, applied to processes, controls, governance and oversight.**

Digital Capital Projects

Are you leveraging the power of digital technology to improve the delivery of capital projects?

Taking a data-driven, digital approach enables clear visibility of the project, from executive level reporting to on-site activities and divestiture, **at the right time, across the entire capital project lifecycle. Data is collected, stored, managed, analyzed and distributed through the latest digital platforms, and delivered in a digestible, actionable manner.**

Our team

Deloitte's Team in I&CP and your industry



Mark Hodgson
PEng., MBA

Partner
Infrastructure & Capital Projects

Mark is the Partner who leads Deloitte's Infrastructure Advisory & Project Finance practice in Western Canada. Mark is a proven leader in Canada's infrastructure market with 22 years' experience advising governments on the financing and procurement of some of the largest and most complex capital projects in the country. His expertise is in developing and implementing PPP, alternative service delivery and divestiture transactions.

His experience with major projects spans all infrastructure sectors including transportation, water, power, marine, solid waste, and public buildings. Mark has advised a multitude of clients resulting in successful procurements of privately financed infrastructure projects with total contract value well over CAD \$10 billion.

Mark's past assignments include financial and commercial advisor to: the Windsor Detroit Bridge Authority for the new Detroit River International Crossing project; the Alberta Government for the Calgary Southwest Ring Road; and Metro Vancouver.



Sima Gupta
PEng, MEng, MBA

Partner
Infrastructure & Capital Projects

Sima is a Partner with Deloitte's Capital Projects practice. She is a Professional Engineer and has over 20 years of experience in large program development and construction projects working across the project lifecycle starting from advanced design through to construction and operations.

She help clients improve project delivery across the project delivery cycle using lean engineering principles, while maintaining appropriate governance. Sima has led several engagements improving clients' current project management processes such as cost, schedule, change order, procurement, and risk management, as well as project organizational structure and reporting.

Sima's clients include those in the Mining, Oil & Gas, Utilities, Transportation and Public Sector. She has advised on projects ranging from \$200M to \$7B.

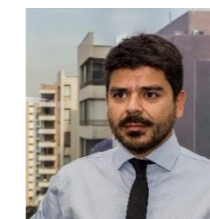


Pablo Herrera
BCom

Lead Partner
Financial Advisory

Pablo is the Lead Partner in Deloitte's FAS practice in Chile. Pablo has over 20 years of experience in transportation, manufacturing, infrastructure, mining, and financial industries and has provided advisory services to a large number of multinational companies. During his career in Deloitte, Pablo developed Deloitte Chile's Capital Market Group, creating a team of specialized advisors to address the strategic business needs of clients.

Pablo has a Business Administration degree from Universidad Diego Portales and has attended several Executive Programs, including an Executive Education Program from University of Columbia's Graduate School of Business, Leading Professional Service Firms Program from Harvard Business School and Financial Risk Diploma from Universidad de Chile.



Marcelo Castañeda,
Bcom, MSc, PhM

Senior Manager
Financial Advisory

Marcelo is a Senior Manager within the Financial Advisory Service practice at Deloitte. He is responsible for the financial modeling arm which includes the revision and construction of complex financial models for industries such as power, infrastructure, transportation and utilities in LATAM. Marcelo combines over 9 years of academic and industry experience in financial modeling, firm valuation and financial advisory in LATAM and Australia.

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