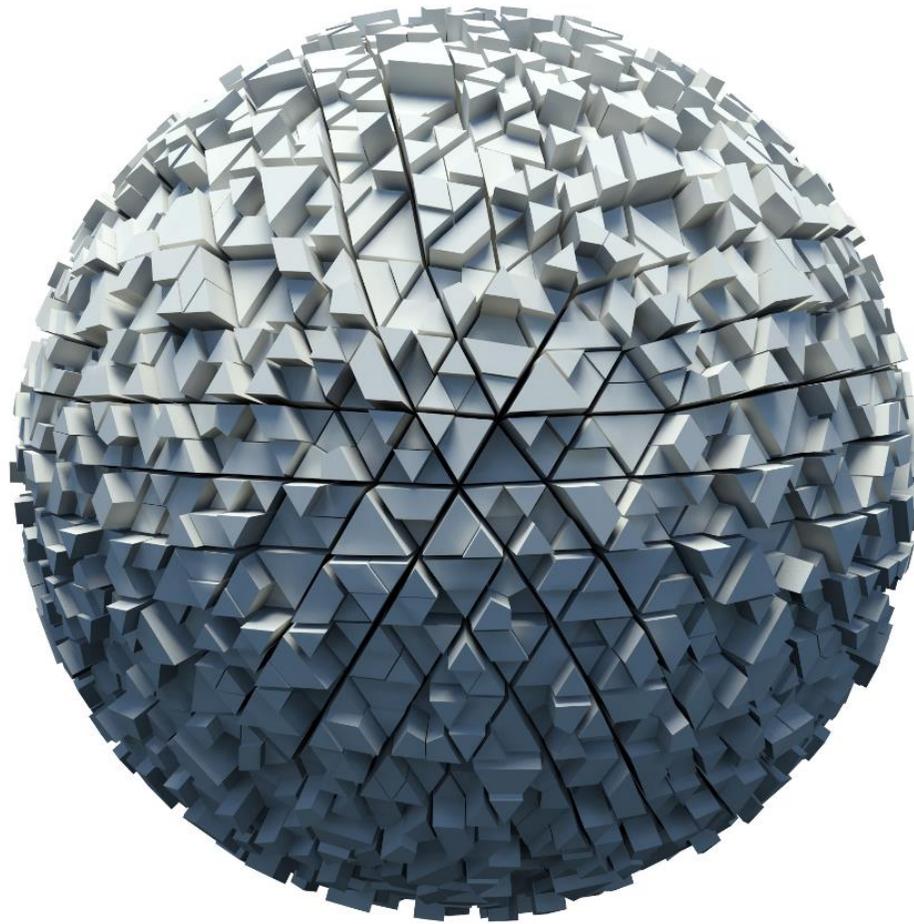


Deloitte.



Beyond tomorrow
Infrastructure and capital projects

Optimising value from investment in infrastructure and capital projects

Major infrastructure and capital projects can create a path beyond tomorrow, with break-through investments that may transform countries, cities and companies alike. They can require billions in funding and take years to complete, and are also among the most complex challenges any organisation can undertake.

- If you're an **investor**, you want a clear picture of the risks, the rewards, and the strategic and operational decisions required throughout the infrastructure asset lifecycle.
- If you're **delivering a large capital project**, you need to execute on time, on budget and ensure delivery of the investment and/or business case.
- As a **public sector sponsor**, you have promises to keep to your stakeholders and all the constraints of an uncertain market environment.
- If you're a **private sector sponsor or Public Private Partnership contractor**, you need to be certain that each step in a project advances its strategic purpose.

Transactions and large scale project returns and outcomes, including maximising in-operation infrastructure availability, useful life and value to stakeholders, don't happen by chance. Organisations can significantly benefit from engaging an advisor with expansive services, global reach and a sophisticated view of the entire asset lifecycle.



Why Deloitte?

Beyond tomorrow

Deloitte NZ and our wider Deloitte network partners have advised on multiple large and complex infrastructure and capital projects. It's that experience that equips Deloitte's Infrastructure & Capital Projects (ICP) teams to provide clients with advice to assist in better overcoming the challenges facing them today, as well as insights to help them consider those yet to surface **beyond tomorrow**.

We bring to our clients:

- **A lifecycle approach** – Deloitte's ICP teams can advise you across the whole lifecycle of an infrastructure asset and other large capital project. So, whether you are an investor, project developer/sponsor or operator in the public or private sectors, you can take every step with enhanced confidence. Our teams are capable of performing an extensive range of services in the fields of management consulting, corporate finance, risk, tax and audit, as well as program management and other construction-related competencies, enabling us to support our clients in planning, financing, procurement, delivery, operating and transacting of infrastructure assets.
- **Market-leading solutions** – As well as offering a wide range of services to meet your needs, our teams are leaders the markets in which we participate; as demonstrated by our recent awards, landmark projects our teams have assisted on and the long-standing relationships that we have built with major infrastructure investors, developers and operators around the world. Infrastructure M&A, public-private partnerships, donor agencies and capital projects are areas of particular specialist focus for us.
- **Team and experience** – Our teams have advised on many large and complex infrastructure and capital projects. This enables us to bring practical, proven experience and an understanding of what it takes to help you achieve your desired project objectives. We also blend local and industry knowledge with technical, financial and operational skills to help you achieve these objectives.
- **Global reach** – With Infrastructure & Capital Projects teams based throughout our global Deloitte network, we can provide you with a team of professionals with deep skills and experience from across the world, combined with in-depth local knowledge of your market.

Market-leading solutions

Applying integrated solutions across
the project lifecycle

A lifecycle approach

Improving capability and performance across the ICP lifecycle.

Every stage in the infrastructure and capital projects lifecycle poses unique challenges and calls for distinct measures. Deloitte's Infrastructure & Capital Projects teams can be configured to perform services and leverage experience across asset lifecycle stages – in public, private and PPP environments – helping client organisations to make and manage these complex investments more effectively.



Strategy and planning

From helping prioritise capital allocation across a portfolio to assisting in defining the master programme for an individual capital project, we provide advice, tools and analytical skills to assist clients in developing their investment and delivery strategies.



Finance and procurement

Our specialists can advise on developing more cost-efficient project financing plans and help clients establish and manage the procurement process. In public-private partnerships, we can support either public sector sponsors and private sector bidders.



Project organisation, execution and construction

From recommendations in setting up the organisation, governance, technology and project controls, to advice on managing delivery and handover, we assist clients in executing these high-profile programmes with greater confidence.



Operations and maintenance

We advise on optimising the performance and value of assets in operation, from helping clients deliver operational readiness training to assisting them improve the efficiency of asset maintenance and maximising non-core revenue streams.



Asset recycling and concession maturity

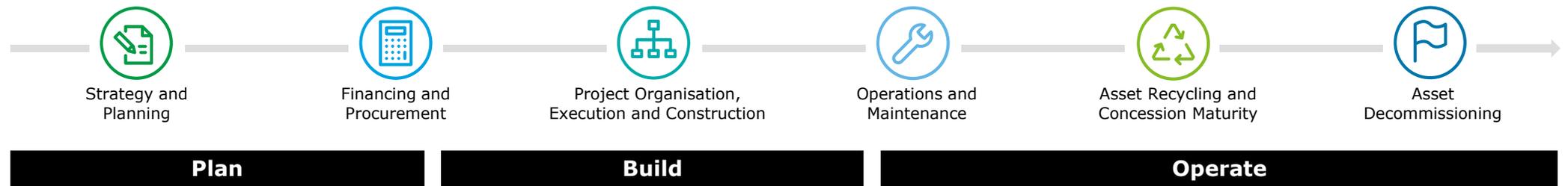
Providing transition advisory support for investors in infrastructure assets.



Asset decommissioning

Providing recommendations on when and how to discontinue investing in an asset.

Overview of our integrated ICP offerings



 **Investment Confidence – Finance, Funding and Procurement**
Providing the confidence that you have maximised the value of the organisation and made the right decisions that are strategically aligned with organisational objectives to attract investment.

 **Delivery Confidence – Governance, People and Organisation**
Building an efficient and scalable organisation, robust systems and controls to improve the confidence in delivery of capital projects and operation of the asset being created.

 **Cost & Schedule Confidence**
Providing the confidence that project's cost and schedule during the design, engineering and construction are effectively planned, managed and controlled.

 **Asset Management & Optimisation**
Maximising asset availability, life and value for customers, shareholders and asset users.

 **Digital Transformation**
Enabling capital project organisations to adopt the latest technology innovations and develop their capability to use deep data insights and analytics for better control, efficient delivery and operations of capital projects.

Navigate the complexities of your project



Key Contacts

Local experience, global reach

Our ICP team draws its expertise from across our national practice and service lines. It is part of Deloitte Asia Pacific and the Global ICP network, providing seamless access to skills across the world, enabling us to apply global knowledge to our local projects.



John Marker

Partner – National ICP leader
Deloitte New Zealand

Tel: +64 9 952 4220

jmarker@deloitte.co.nz

John leads Deloitte's Infrastructure and Capital Projects practice and has a national focus on the provision of transaction and advisory services to corporate and institutional clients.

John brings extensive infrastructure financing, project advisory, funds management and consultancy experience across a range of industry sectors, both in New Zealand and overseas.

He maintains strong relationships with key industry participants, which enables valuable operational knowledge to be combined with financial analysis to the benefit of clients.



Steve Law

Partner – Consulting
Deloitte New Zealand

Tel: +64 3 363 3872

stelaw@deloitte.co.nz

Steve was the Lead Partner for Deloitte in helping to establish the Canterbury Earthquake Recovery Authority (CERA). Steve initially developed and implemented the Programme Management Office (PMO) and later the Programme Support Office, with a specific focus on large scale capital works projects.

Steve also led the Deloitte response to the disestablishment of CERA and its transfer of functions and responsibilities to other public sector organisations. Steve is the preeminent leader for Deloitte New Zealand in the areas of disaster recovery and capital works, and helping to strengthen a community's resilience to major infrastructure changes.



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