

Invested in meaningful outcomes

→ The Power of Commitment



Our **commitment**

We're fully invested in:

- the **success** of our clients
- the **sustainability** of every project
- the **lifecycle** of our clients' assets



90+ *years* **in operation**
135+ *countries* **served**
200+ *offices* **worldwide**
1.2[ⓑ] GBP *revenue* **2021**
5 *global* **markets**
10[Ⓚ] *people*
50+ *service* **lines**

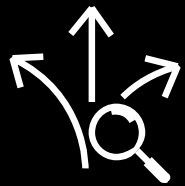
↳ **Providing engineering, environmental,
advisory, architecture, digital and
construction services**

Who we are

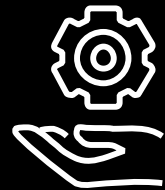
Our Advisory business was created to support clients **throughout the business lifecycle** from capital deployment, investment optimisation, value preservation through to resilience and liability transformation.

What sets us apart is our ability to re-define challenges and deliver commercially driven outcomes.

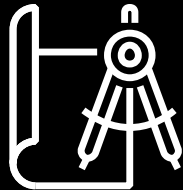
We're there at every step.



ORIGINATION



COMMERCIAL
DEVELOPMENT



PLANNING &
DESIGN



CONSTRUCT

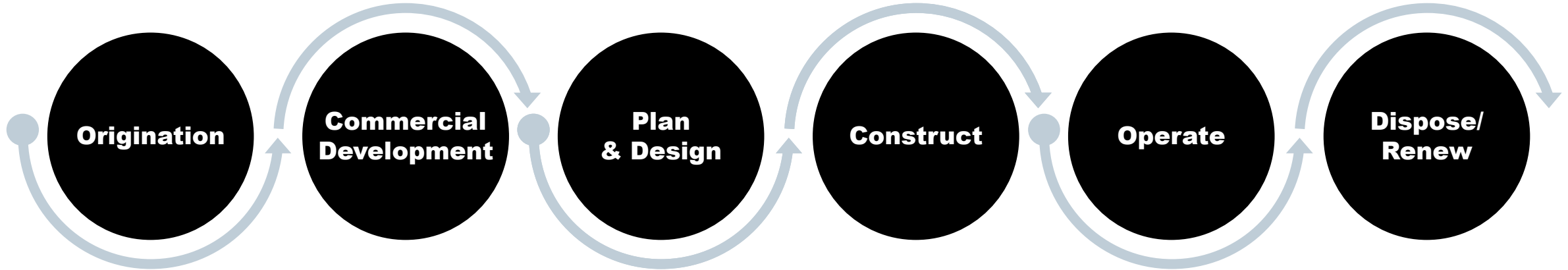


OPERATION



DISPOSAL /
RENEWAL

Integrated service offering



Capital deployment plays	Investment advisory	Design optimisation	Constructability and value preservation	Business resilience and optimisation	Liability transformation
<p>Co-create winning business strategy</p> <p>Identify opportunities for capital deployment (both public policy and private capital)</p> <p>Alternative scenario-based servicing strategy</p> <p>Market maker anticipating client and sector business challenges and opportunities</p>	<p>Commercial model structures and operating models for bankability</p> <p>Technical due diligence to inform buy side and sell side decisions</p> <p>New investment and operating environments for bespoke origination opportunities</p> <p>Evidence based investment decisions</p> <p>Strategic and business risk advice</p>	<p>Efficient planning, design, approvals and procurement</p> <p>Risk minimisation</p> <p>Meet efficiency and resilience requirements</p> <p>Technical and economic models for options analysis</p> <p>Digitally enabled operational readiness</p> <p>Adaptive planning and investment optimisation</p>	<p>Contractor and constructability risk management</p> <p>Adoption of new technology risk</p> <p>Supply chain resilience</p>	<p>Data driven decision making and business insights</p> <p>Optimise operations, innovation and efficient capital management</p> <p>System integration, risk and regulation</p> <p>Infrastructure policy and strategy for changed operating conditions</p> <p>Management of compliance responsibilities</p>	<p>Closure and liability support</p> <p>Alternative revenue streams</p> <p>Care and maintenance and closure optimisation management</p>

Drawing on the best of multi-sector innovation, consulting, data-driven insights and technology to build value

Delivery under alternative risk/reward commercial models

What we offer

Asset management

To deliver efficiency gains we help clients improve and implement asset management strategies, processes, data/systems and governance ultimately transforming businesses.

Business case development

To assist our clients with decision making, we provide economic-driven investment options for evaluations, funding, planning, construction and operations.

ESG & Strategic Sustainability

At the heart of sustainability is balancing growth with environmental stewardship and social welfare to deliver long-term value to stakeholders.



Transaction advisory

We undertake comprehensive evidence-based reviews and due diligence to uncover risks and opportunities, which are essential for investment success.

Finance and economic analysis

We support decision-makers in addressing their infrastructure investment decisions through the application of a wide range of financial and economic tools.

What we offer



Logistics and infrastructure policy

Developing and assessing well planned integrated strategies to minimise risk, while maximising efficiency and productivity over the life of assets.

Strategic insights

Uncover insights through data and translate them into real and manageable change, delivering incremental and sustainable benefit.

Movement strategies

Design and operate public places to make them safer and more secure, maximising capacity and enhancing visitor experience.



Regulation

Organisations need to deliver operational efficiency, reliability, cost effectiveness and compliance. We work with you to manage the rigours of the regulatory process.

What we offer

Risk management

Today's fast changing world brings new opportunities for business. To stay competitive and take advantage of these opportunities, we help clients understand and manage risk.



Origination

Co-creating opportunities with clients, identifying capital deployment plays.



Assurance, audit and compliance

Assisting businesses with assurance frameworks. How businesses transact, operate and structure themselves to capitalise on opportunities and mitigate threats is critical to success.



bp Hydrogen Feasibility Study

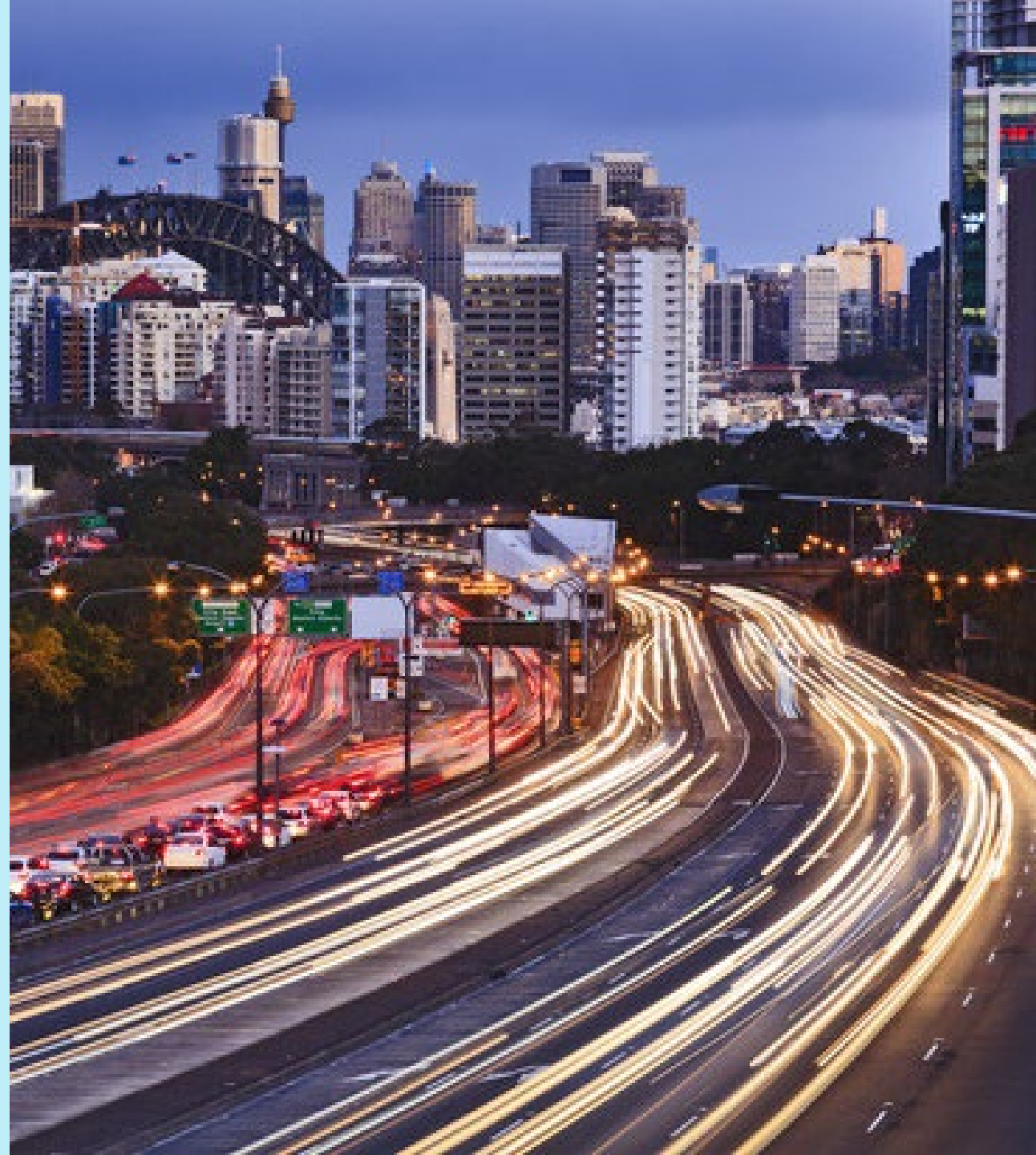
- Mission** → To support BP Australia in its feasibility study into an export-scale renewable hydrogen production facility in Geraldton, Western Australia.
- Solution** → Deliver a detailed techno-economic evaluation of pilot and commercial scale green ammonia production plants, including an evaluation of the different technologies and process configurations required.
- Result** → A better understanding of the technical and financial implications of a fully integrated renewable hydrogen supply chain.



Majority sale of the Sydney Motorway Corporation

Mission → To undertake technical vendor due diligence for the New South Wales (NSW) Treasury on the 51% sale of the Sydney Motorway Corporation.

Solution → The sale has generated more than AUD 9 billion for the NSW Treasury that will be reinvested in infrastructure development in the state.



Vontier ESG program support

- Mission** → Support Vontier's ambitious ESG program requirements and establish a strong foundation for carbon management and climate change commitments.
- Solution** → We developed a dual-phase project with parallel workflow activities to establish an ESG system of record while systematically reviewing company data and emission sources.
- Result** → Vontier now has an organisation-wide spotlight on ESG with a framework and plan that emphasizes measurable results. Their climate commitments are grounded in science and accountability. Vontier has a clear ESG framework and is committed to reducing emissions by 45% by 2030.



Container logistics chain study for Port of Melbourne

- Mission** → Provide robust data insights to inform future decisions in transport infrastructure and network planning.
- Solution** → We created a CLCS that unlocked the value in existing data. It enabled more cost-efficient supply chain opportunities and addressed existing transport demand pressures.
- Result** → The industry study will inform Victoria's future freight. It will ensure delivery of a fast, focused and more productive supply chain.



Our transport experience

Supporting several recent buy-side transport transactions as technical, environmental and commercial advisors.



Confidential Client

2020 | AUD 1.1 billion

Potential acquisition of Kinetic Group



Confidential Client

2020 | AUD 600 million

Acquisition of Hobart International Airport



NSW Treasury

2017 | AUD 7.6 billion

Privatisation of 51% of WestConnex



BCI

2018 | AUD 4 billion

Acquired a 25% stake in GCT Assets

Our renewable energy experience

Supporting several recent buy-side renewable energy transactions as technical, environmental and commercial advisors.

John laing

John Laing

2020

Sale of Hornsdale Wind Farm Assets



Confidential Client

2020

Potential acquisition of Golden Plains Wind Farm



Confidential Client

2020

Potential acquisition of 1GW solar portfolio assets across Australia



Merricks Capital

2019 | AUD 75 million

Acquired Batchelor Solar Farm and Hudson Creek Power Station

Our **water** experience

Supporting several recent buy-side water transactions as technical, environmental and commercial advisors.



Trility

2020

Refinancing Macarthur Water Treatment Plant



Confidential Client

2020

Water Rights in Texas



Australian Government

2018 | AUD 16 billion

MAR Bore field & Infrastructure for Broken Hill



Mitsubishi, JGC & INCJ

2017 | AUD 250 million

Sale of Trility

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