

Invested in
→ **meaningful**
outcomes

→ The Power of Commitment



90+ years in operation

135+ countries served

200+ offices worldwide

2.2[ⓑ] AUD revenue **2021**

5 global markets

10[Ⓚ] people

50+ service lines

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



ENERGY & RESOURCES

← 01



TRANSPORTATION

→ 02



GLOBAL MARKETS

WATER

→ 03



↑ 04

PROPERTY & BUILDINGS



ENVIRONMENT

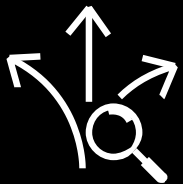
← 05

Who we are

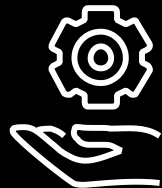
Our Advisory business was created to support clients throughout the business lifecycle from capital deployment, investment optimisation, value preservation through to resilience and liability transformation.

We're there at every step.

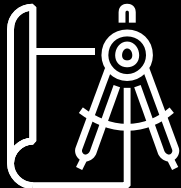
Our track record of advising on over SGD 200 billion worth of transactions globally gives us a sound market understanding which enables us to re-define challenges, creating value and a competitive edge for our client's businesses



ORIGINATION



COMMERCIAL
DEVELOPMENT



PLANNING &
DESIGN



CONSTRUCT

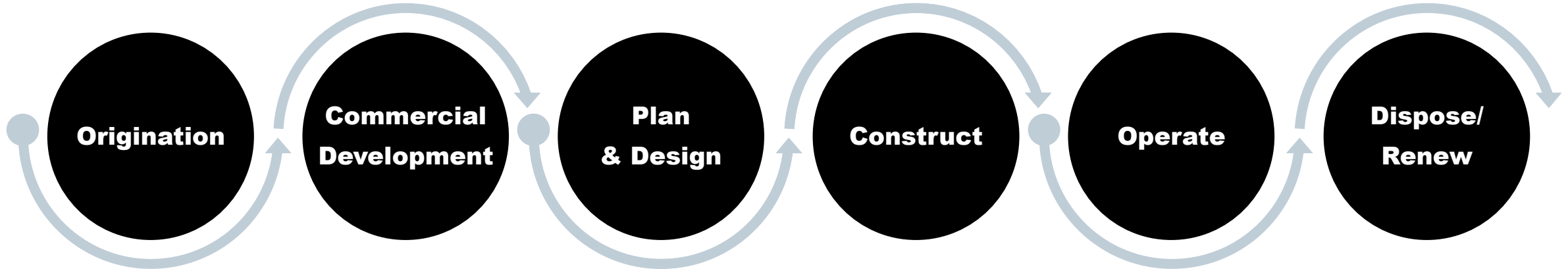


OPERATION



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

Our technical authority

We have a depth of international experience which our team leverages into local investment and divestment teams.

#1

Technical Transaction Advisor*

\$200 bn+

Transactions advised on

10,000+

Global resources to support our team

75+

Government agencies, financiers, investors, insurers and super funds worked with



Our approach focuses on identifying key material risks and value drivers to inform your transaction.

Generating value for your business



Our Services

① Pre-deal

Strategic business reviews and transaction scoping

Critical infrastructure reviews, redundancy, risk and security

Productivity gains and operating expenditure savings

② In deal

Technical, environmental and regulatory due diligence

Commercial analysis and business optimisation

Capex and Opex optimisation

③ Post-deal

Post-merger integration and benefits realisation

Strategy, transition planning and change management

Operational strategy, productivity and cost reduction

We're invested in sustainable and commercial outcomes.



Sustainability-driven performance improvements

We understand the risks and opportunities in the rapidly evolving ESG agenda. Our global multidisciplinary services focus on **four key areas**:



Investing

Helping investors and clients align finance towards long-term value creation in an ESG focused world.



Strategy

Guiding clients in supporting their ESG, sustainability and resilience projects and programs at scale.



Climate

Supporting clients to understand their climate change impacts and vulnerabilities and deliver low carbon, adaptation solutions.



Reporting

Measuring, managing and gaining insights from verifiable and actionable ESG and climate related data.

Future Energy Optimisation Study for Singapore Electricity Generation Company | Singapore

Mission → Evaluate current and future development options for the generation of electricity taking into account land requirements to maximise returns.

Solution → We identified practical, cost-effective layout options incorporating newer H-class CCGT technologies, ammonia/hydrogen, battery storage, and carbon capture.

Result → The client was provided recommendations of various development options considering different business drivers including diversification of the business and land uses to support their long term business planning.



Knowledge Transfer of Waste to Energy Technologies, Malaysia | Laos | Indonesia

Mission → Develop local capability in Waste-to-Energy technologies in Indonesia, Laos, and Malaysia.

Solution → We developed a Training Materials Toolkit and delivered a Train the Trainers Course on Waste-to-Energy Technologies.

Result → Each of the targeted countries have a cohort of local Waste-to-Energy technology specialists to ensure successful application of those technologies.



Biomass Feedstock Market Study | Philippines

Mission



To support our client in understanding the domestic and international biomass market from both commercial and ESG perspectives in relation to developing clean energy assets.

Solution



Deliver a supply optimisation model to calculate optimal supplier arrangements. We optimised for both cost and minimal emissions, and identified suitable suppliers from a holistic perspective.

Result



An understanding of the commercial and ESG implications of a biomass supply chain, and awareness of key suppliers in the market.



Wind Farm Technical Due Diligence | Philippines

- Mission** → Undertake technical due diligence for an operational wind farm including site visit, review of operational performance, energy production, grid conditions, financial model assumptions and energy battery storage options.
- Solution** → Provision of technical due diligence report based on an assessment of material risks that are likely to impact the techno-commercial viability of the acquisition.
- Result** → Identification of key issues and material matters for risk mitigation.



Solar Farm Technical Due Diligence in Luzon | Philippines

- Mission** → To conduct a red flag review and technical due diligence. This included a site visit and suitability review, technology assessment, solar path analysis and grid impact, as well as environmental and other permits.
- Solution** → Provision of red flag and technical due diligence report based on an assessment of material risks that are likely to impact the techno-commercial viability of the project.
- Result** → Identification of key issues for risk mitigation including contractual obligations.



Health, Safety, Environment and Social Management System (HSES-MS) Services

- Mission** → Develop an effective HSES-MS that is tailored to the investor's business model in Asia, and provide the guidance, and requirements to the respective project companies.
- Solution** → We applied lessons learned from our experience, understanding the context of projects and organisations, and tailoring to the right level of detail with the end-user in mind.
- Result** → We developed a robust HSES-MS that is comprehensive, standardised and well-documented, which was adopted by the company.



Waste Facilities M&A | China | Hong Kong | Singapore | Japan

Mission → Provide a red flag review based on an assessment of material risks for the transaction.

Solution → Our team conducted a technical review, assessing the asset condition and management, asset operation and HSE performance, design and technology, contracts, and financial model assumptions.

Result → We identified key issues for risk mitigation and proposed further investigation and next steps.



ESG & Sustainability

Myanmar | Lower Bawgata Hydropower Project

- Mission** → Identify and assess the potential biophysical and social environment impacts of the Lower Bawgata Hydropower project.
- Solution** → We provided a comprehensive Environmental and Social Impact Assessment to assess the potential impacts of the project.
- Result** → We recommended a suite of mitigation measures to avoid, manage and reduce the adverse impacts of the project on the environment.



Light Rail Delivery Support and Advisory Services

- Mission** → Develop and assist in the project implementation of a 26-kilometres light rapid system with 19 stations linking major town centres to the capital city.
- Solution** → Provision of technical, commercial and institutional development services including transport integration, fare and funding structures, and regulations.
- Result** → Successful implementation of the first light rail project in the country under a Government-to-Government arrangement with the Singapore Government.



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*** Thank You**