A close-up photograph of a man's face. He has short brown hair and a beard. He is looking upwards and slightly to his right with a thoughtful expression. The background is blurred, showing what appears to be a construction site with scaffolding.

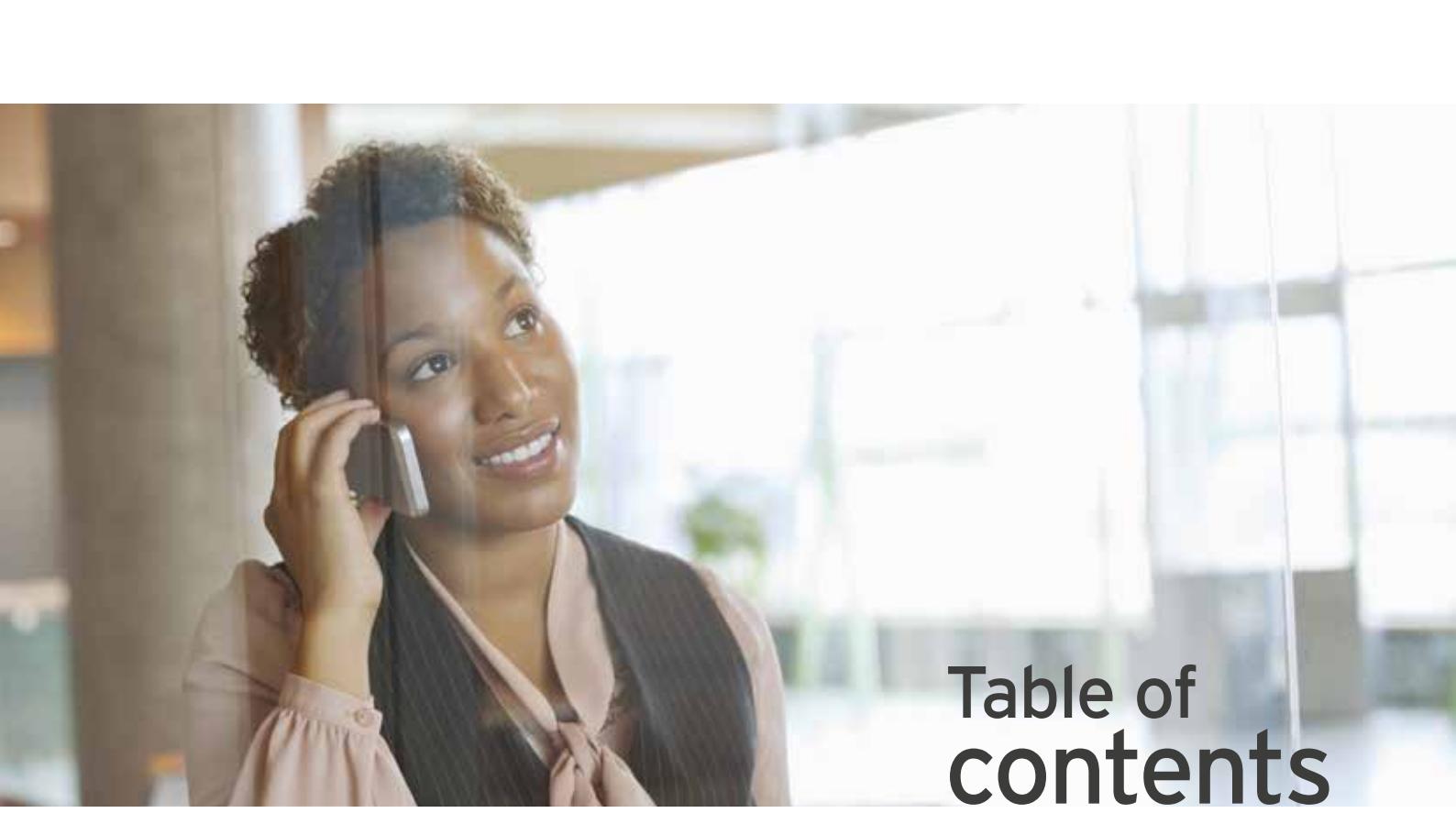
# Infrastructure builds

Deliver successful end-to-end  
projects to your shareholders,  
stakeholders and users



**EY**

Building a better  
working world



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# 1. Infrastructure builds ... economies, communities, prosperity



**Bill Banks**  
Global Infrastructure Leader

According to the Heinrich Boell Foundation, we are living through "the biggest investment boom in human history."<sup>1</sup>

Between 2015 and 2025, countries around the world will collectively spend somewhere between US\$6 trillion and US\$9 trillion annually – 8% of global GDP – on mega-dollar infrastructure projects.<sup>2</sup> By 2030, according to estimates from the Organization for Economic Co-operation and Development (OECD), infrastructure requirements for transport, electricity, water and telecommunications will exceed US\$70 trillion.<sup>3</sup>

Rapid urbanization, aging infrastructure, globalization of supply chains, changing technology and the thrust toward clean energy are propelling the need for new infrastructure. The opportunities for both public and private sectors are enormous as governments, nongovernmental organizations and private sector companies across a wide range of industries race to meet customer demands, grow businesses and economies, and create tens of millions of jobs. Yet among these opportunities lie uncertainty, inefficiency and the risk of failure. In a recent EY study of projects in the mining and metals sector alone, of the 108 \$1 billion or more projects, 69% are experiencing cost overruns and 50% face schedule delays.<sup>4</sup>

At EY, we support infrastructure programs from end to end, helping owners, investors and operators deliver overall value to their shareholders, stakeholders and users. We have extensive knowledge across a number of sectors, including power and utilities, oil and gas, real estate, mining and metals, and telecommunications, as well as the more traditional infrastructure sectors of transport, health, water, aviation, education, defense and renewable energy. We use our depth of experience and collaborative approach to deliver innovative services. And we seek out relationships that may be advantageous to our clients through the program life cycle, leveraging connections with engineering firms while remaining completely independent.

As a trusted, independent advisor throughout the infrastructure life cycle, our dedication and singular focus is to help deliver successful, on time and on budget, programs for our clients. We help them to develop the right strategic approach, raise capital, improve efficiency, manage risk, build stronger relationships, enhance accountability and improve stakeholder confidence so that they in turn can deliver benefits to their clients and citizens.

Infrastructure builds economies, communities and prosperity. EY is committed to doing its part to build a better working world.

A handwritten signature in black ink, appearing to read "Bill Banks".

**Bill Banks**

1. Alexander, Nancy, "The World Bank: in the vanguard of an infrastructure boom," *The Bretton Woods Project*, [www.brettonwoodsproject.org/wp-content/uploads/2015/02/At-Issue\\_infrastructure\\_PDF.pdf](http://www.brettonwoodsproject.org/wp-content/uploads/2015/02/At-Issue_infrastructure_PDF.pdf), February 2015.

2. Ibid.

3. "Fostering Investment in Infrastructure: Lessons learned from OECD Investment Policy Reviews," *OECD*, [www.oecd.org/daf/inv/investment-policy/Fostering-Investment-in-Infrastructure.pdf](http://www.oecd.org/daf/inv/investment-policy/Fostering-Investment-in-Infrastructure.pdf), January 2015, ©OECD 2015.

4. *Opportunities to enhance capital productivity: Mining and metals megaprojects*, EY, [www.ey.com/Publication/vwLUAssets/EY-opportunities-to-enhance-capital-productivity/\\$FILE/EY-opportunities-to-enhance-capital-productivity.pdf](http://www.ey.com/Publication/vwLUAssets/EY-opportunities-to-enhance-capital-productivity/$FILE/EY-opportunities-to-enhance-capital-productivity.pdf), 2015.

# 2. Market trends

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The need for global infrastructure and investment in the coming decades is enormous. According to the OECD, total global infrastructure requirements will account for approximately 3.5% of global GDP over the next 10-15 years.<sup>5</sup> By 2050, approximately 75% of the infrastructure that will need to be in place does not exist today.<sup>6</sup>

Infrastructure typically involves high-cost, long-term investments that serve as vital foundations for the operation of a business or nation and are essential to a country's or business's economic development and prosperity. It is of little surprise then that organizations public and private, across almost every industry and geography, see infrastructure investment as critical for economic growth.

Large infrastructure programs are influenced by cross-industry trends, as well as specific ones. EY has identified six key topics that directly impact how owners, investors and operators should manage infrastructure projects.

## 1. Urbanization

Rapid urbanization in emerging economies and expanding urbanization in mature economies require governments to build new and improve existing infrastructure to address population growth and deliver better services to citizens and businesses. This offers significant opportunities for private sector companies to partner with governments to support infrastructure projects that meet growing urban demand.

## 2. Global supply chain

A company's supply chain is no longer confined to a single country or continent. Today and on into the future products will be assembled from components manufactured around the world. This requires public sector policymakers and private sector businesses to improve the synchronization of infrastructure to enable supply chains to operate efficiently.

## 3. Customer demand

Customers want what they want, when they want it and may not see borders when they are making their purchase. For these global buyers, companies and their suppliers need worldwide transportation and communication networks to compete.

## 4. Technology and innovation

New and emerging technologies are disrupting enterprises and whole industries across the world, presenting both significant opportunities and challenges. Power and utilities is one example. The evolution of the digital age brings a shift toward Smart Energy that will bring large-scale infrastructure opportunities across multiple industry segments – transmission, distribution and consumption. At the same time, a changing power generation mix, largely as a result of the push toward more renewable energy resources, is putting pressure on power and utilities companies to upgrade and replace their aging infrastructure sooner rather than later.

## 5. Uncertainty

Because infrastructure projects are long-term investments, they are impacted by various macroeconomic changes throughout their life cycle, from precarious funding structures, to political instability, to regulatory complexity, to climate change, all of which need to be considered and integrated into the infrastructure life cycle.

## 6. Financial pressures

Rising debt and falling revenues in the public sector, and activist shareholders demanding lower costs and bigger profits in the private sector are creating an environment of fiscal restraint across all industries. As a result, organizations are seeking innovative funding models and public-private partnerships to finance infrastructure projects that will maximize return on investment, realize benefits faster and offer transparent financial accountability.

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5. "Fostering Investment in Infrastructure: Lessons learned from OECD Investment Policy Reviews," *OECD*, [www.oecd.org/daf/inv/investment-policy/Fostering-Investment-in-Infrastructure.pdf](http://www.oecd.org/daf/inv/investment-policy/Fostering-Investment-in-Infrastructure.pdf), January 2015, ©OECD 2015.

6. Alexander, Nancy, "The World Bank: in the vanguard of an infrastructure boom," *The Bretton Woods Project*, [www.brettonwoodsproject.org/wp-content/uploads/2015/02/At-Issue\\_infrastructure\\_PDF.pdf](http://www.brettonwoodsproject.org/wp-content/uploads/2015/02/At-Issue_infrastructure_PDF.pdf), February 2015.



## Megatrends 2015 – Making sense of a world in motion



Megatrends are large, transformative global forces that impact everyone on the planet, including infrastructure stakeholders. EY has identified six megatrends that define our future by having a far-reaching impact on business, society, culture, economies and individuals.

### Urban world

The number and scale of cities continues to grow across the globe. To harness the economic benefits of urbanization, policymakers and the private sector must effectively plan and attract sustained investment in railroads, highways, bridges, ports, airports, water, power, energy, telecommunications, and other types of infrastructure.

### Resourceful planet

While the world's supply of nonrenewable resources is technically finite, new technologies continue to impact the future supply picture by allowing access to formerly hard-to-reach and valuable resources. New technologies, as well as the shifting supply environment, will drive business model adaptation and innovation in multiple sectors – as well as impact the geopolitical balance of power.

### Digital future

Fueled by the convergence of social, mobile, cloud, big data and growing demand for anytime anywhere access to information, technology is disrupting all areas of the business enterprise.

### Entrepreneurship rising

Digital technologies are also facilitating the rapid scaling up of new businesses at a lower cost. Enterprises and individuals who can seize the opportunities offered by digital advances stand to gain significantly, while those who cannot may lose everything.

### Global marketplace

Economies of the world will continue to remain highly interdependent through trade, investment and financial system linkages, driving the need for stronger global policy coordination among nations and resilient supply chains for companies operating in this environment. At the same time, opposition to global integration will create political challenges as governments impose restrictions to address citizen concerns.

### Health reimagined

Health care – which already accounts for 10% of global GDP – is embarking on an once-in-a-lifetime transformation. Health systems and players are under increasing cost pressure – driving them to seek more sustainable approaches, including incentives that emphasize value.

To learn more about these six megatrends, please visit [ey.com/megatrends](http://ey.com/megatrends).



# 3. Key issues

Given the complexity of infrastructure projects, organizations across industries struggle to effectively deliver their agreed-upon plans and strategies.

Stakeholders compound these delivery challenges by increasingly demanding improved performance, reduced risk and greater transparency over delivery decisions.

Driven by the market trends we've described and based on our extensive experience serving our clients, we have identified five challenges that organizations need to get right to deliver a successful infrastructure program.

## 1. Delivering a robust business case

Whether driven by revenue growth, improved performance, better cost management or increased competitive advantage, organizations need to understand and manage the "big picture" when it comes to infrastructure projects. It is critical for future success to dedicate enough time and effort in setting the right strategic approach from the very beginning and not rush to start delivery. This includes identifying both the long-term benefits and impact on the overall business, services and strategy.

Questions organizations should be asking themselves include:

- ▶ Does my infrastructure approach align with my organization's overall strategy?
- ▶ What are the expected benefits of the project in terms of revenue growth, quality of service, return on investment, market share and higher capacity?
- ▶ What is the long-term impact on the organizational structure, tax structure and policy, financial structure?

To determine whether a project will benefit the overall business, we help clients conduct detailed market analysis, value for money assessment, organizational changes and tax planning.

## 2. Managing portfolio and capital allocations more efficiently

Infrastructure typically involves high-cost, long-term investments. Robust management of capital is critical to the success of the project. Investors, procurers and builders also need to balance time, cost and quality with the availability of capital and competing projects. This balance often includes prioritizing between existing and potential investments and projects; raising and optimizing capital; and managing capital, cash and liquidity throughout the entire life cycle. In managing the capital agenda of a project, we help clients conduct capital raising and optimization, cash and liquidity management and post deal integration or carve-out.

## 3. Defining and delivering a successful project

Whether it's pressure on public debt or return on investment, stakeholders involved in infrastructure projects have rising expectations about the speed at which projects should generate benefits. In delivering projects, organizations often face a number of key challenges, such as identifying the right suppliers that can deliver on the expected time frame, level of quality and budget; implementing robust program management processes; and securing the best talent and resources.

We help clients navigate the complexity and scale of infrastructure projects by leveraging the latest technologies and innovation, assisting them to be smarter about procurement and offering robust program management capability to help deliver successful, high-quality projects on time and on budget.

## 4. Identifying and managing risk

Leading infrastructure organizations build robust internal processes and controls to better understand their risk profile and take action accordingly. Increasingly risks are complex and multi-faceted.



During project development and delivery, organizations may experience cost overruns and delays, regulatory or political upheaval, currency fluctuations and economic uncertainty, or health, safety and environment issues, all of which pose risks to successful project outcomes.

To prevent any issues, and increase management and investor confidence, organizations need to identify, manage and report on potential risks throughout the infrastructure project life cycle. We help clients implement a risk management framework that:

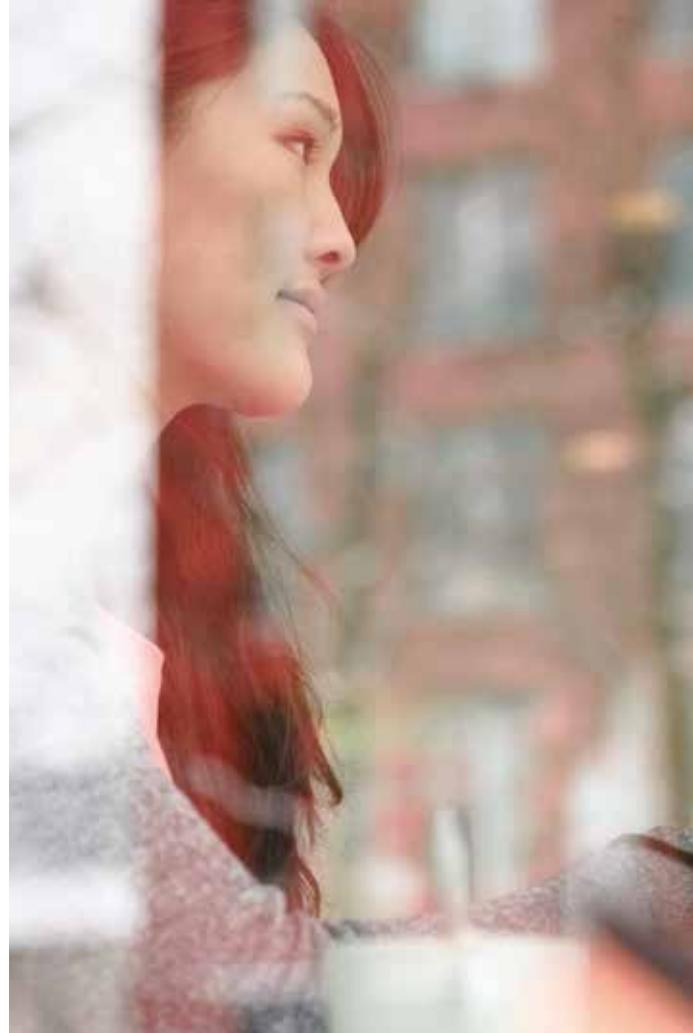
- ▶ Identifies and prepares for strategic, operational and tactical risks that may impact them
- ▶ Anticipates potential external threats, such as cyber-attacks
- ▶ Implements a sustainable compliance, controls and reporting approach, such as the Three Lines of Defense<sup>7</sup>
- ▶ Identifies and recommends performance improvement opportunities
- ▶ Supports robust, value-based executive decision making

## 5. Managing stakeholder agendas and engagement

Many infrastructure projects need to navigate competing stakeholder interests and contributions. Stakeholders generally fall into three categories: procurers (governments, nongovernmental organizations and private sector enterprises), financiers (pension funds, insurers, sovereign wealth funds and private equity) and providers (constructors and operators).

As an independent advisor we help clients achieve success by helping to convince the market that projects present a real opportunity, making certain that a broad range of stakeholders are heard and support the project, and share information and knowledge efficiently. We also act as a trusted intermediary between stakeholders to ensure strong engagement throughout the project.

EY has integrated services to help our clients address these five key challenges. With our closely linked transactions, tax, assurance and advisory service teams, EY is able to provide independent, whole-life support and advice. We have proven industry-specific skills covering the full life cycle of a capital project.



## Renewable Energy Country Attractiveness Index – Issue 44

In Issue 44 of *EY's Renewable Energy Country Attractiveness Index*, we explore how renewable energy infrastructure projects are creating jobs and investment opportunities, and which countries are pursuing, building and completing renewable energy projects.

### Empowering the Mediterranean

More than 600 CEOs, policymakers, investors and entrepreneurs gathered in Rome in April 2015 to discuss unlocking the renewable energy potential of the Mediterranean region. Many identified investment in domestic energy infrastructure as a key opportunity to tackle unemployment as well as secure domestic energy needs.

### Storage: a new frontier or just another energy asset?

Just like the development, construction and operational phases of a typical energy generation asset, the storage infrastructure life cycle presents a range of investment entry points depending on the nature of the capital required, the risk-return profile and the exit time frame.

Read our report to learn more about infrastructure activity in the renewable energy sector from [ey.com/renewable](http://ey.com/renewable).

7. Maximizing value from your lines of defense, A pragmatic approach to establishing and optimizing your LOD model, EY, [ey.com/threelinesofdefense](http://ey.com/threelinesofdefense), December 2013.

# 4. Working together

EY is committed to doing its part in building a better working world. For our infrastructure clients this means helping them to achieve sustainable growth and improved performance by offering a whole-of-life cycle approach to providing economically, environmentally and socially sustainable infrastructure that benefits the wider economy, creates jobs and improves services.

## Integrated approach

We offer an integrated approach, methodology and services across the entire project life cycle, from inception, planning and policy, through to development of the asset and the eventual sale. We enable our clients to balance both their capital and portfolio agendas. And we offer effective program control.

## Independent assessment

Prior to and during investment, stakeholders increasingly ask for independent assessment of key decisions and plans. These assessments address stakeholder concerns for transparency and produce an unbiased assessment of project business case, delivery plans, budgets and key milestones. EY coordinates talent and expertise across a range of stakeholders yet we remain independent, trusted advisors throughout the infrastructure life cycle.

## Global network

As the most globally integrated professional services organization, we are able to tap into resources around the world, connecting infrastructure owners and builders with the most relevant investors and operators that the world has to offer. EY leverages connections with the best technical and business partners to help our clients deliver the best solutions.

We have proven experience across a number of sectors, including power and utilities, oil and gas, real estate, mining and metals, and telecommunications, as well as the more traditional infrastructure sectors of transport, health, water, aviation, education, defense and renewable energy.

## Increased confidence

By working with EY from start to finish, organizations can signal increased confidence to the market, and are able to better manage risks, build stronger relationships, enhance consistency and accountability, and improve stakeholder confidence.

## Citizen today: Brick by brick

Although the urgent need to upgrade infrastructure is a challenge shared across the G20, potential solutions lie in wait, says EY's Global Infrastructure Leader Bill Banks.

The OECD has projected that by 2030 port container traffic and air freight traffic will more than triple while air passenger demand will double. Such demands add up to a need for more than US\$70 trillion of infrastructure investment by 2030, but a gap of US\$15 trillion-US\$25 trillion is projected. So what can G20 policymakers do?

Governments have a pivotal role to play in closing the gap, but the scale of the challenge is such that they have little option but to work with international donor organizations such as the World Bank. The business community is increasingly willing to invest and collaborate with policymakers. Unfortunately, it's not proving straightforward.

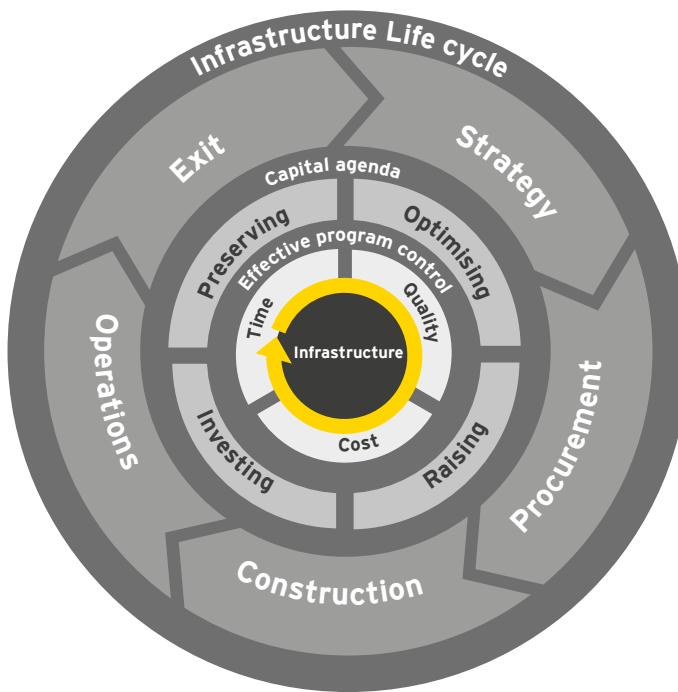
To learn how governments can encourage the private sector to play a larger role in infrastructure provision, read the full article of *Brick by brick* from [ey.com/brickbybrick](http://ey.com/brickbybrick) which is part of EY's *Citizen today: G20 special edition*.



# 5. Our approach

Working with a single provider across the entire project life cycle enables our clients to achieve consistency, operational efficiency and accountability, while reducing their risk.

Our approach to infrastructure services focuses across the entire infrastructure life cycle from strategic planning to exit, and incorporates a key understanding of capital agenda needs and program control necessary to deliver successful project outcomes.



## End-to-end understanding of the project life cycle

Our infrastructure services focus on supporting infrastructure development through five phases, from strategic planning to exit.

1. Successful **strategic planning** captures policy and regulation issues, economic and financial benefits, and outlines a framework to manage risk.
2. **Procurement** offers the opportunity to structure a partnership correctly by allocating risk and maximizing the return on investment.
3. **Construction** balances the design and builds processes, people and systems, with chosen commercial business partners.

4. Once the infrastructure is built, **operations** and maintenance can be complex. From the start of commissioning, projects should be evaluated on an ongoing basis to ensure the project continues to meet its original objectives.
5. Investment in infrastructure creates assets or value. **Exit** planning to maximize the value can support new objectives or support future investment in growth and efficiency.

## A tailored focus on capital at each phase

Robust management of capital is critical to deliver infrastructure projects that balances time, cost and project quality with the availability of capital and competing projects. Our approach focuses on the four key stages of optimizing, raising, investing and preserving capital across the entire infrastructure life cycle.

- ▶ **Optimizing:** Complex infrastructure programs require an optimal allocation of capital. To achieve this goal, organizations will want to conduct objective assessments to determine whether their business strategies and accompanying asset portfolios align.
- ▶ **Raising:** Raising capital quickly and effectively is integral to any infrastructure project. While some nations are directing enormous sums into public stimulus programs, others in the throes of austerity measures are seeking to privatize their public works. Understanding the options for public-private partnerships can increase the efficiency of financing and optimal returns for given levels of investment and risk.
- ▶ **Investing:** Investors in a capital project will want to understand the business case for a transaction. Yet differing stakeholders bring differing expectations of investments and returns.
- ▶ **Preserving:** Every organization needs to continuously assess the potential impact of evolving market conditions on the performance of its operations and capital base. The preservation of capital requires that organizations scour their strategies, markets and balance sheets to reassess strengths and weaknesses.

Working with EY and using the capital agenda framework enables our clients to successfully execute projects that achieve the results investors, procurers and builders expect and demand.

## Our approach (contd)

### Integrated program control throughout the project

In order to effectively manage risks, it is important to implement integrated program control during and across each phase of the life cycle. Our approach to implementing successful programs establishes and identifies the potential risks in delivering complex infrastructure projects, and implements an effective strategy across the business and program environment to manage them.

Our approach puts the emphasis on the following five key dimensions:

- ▶ **Vision and direction:** From the outset, we help you achieve strategic alignment, executive commitment and accountability based on an approved business case. This serves as the basis for sound investment decisions and for establishing good governance practices.
- ▶ **Planning:** Having a robust plan to manage the overall infrastructure program, resources and risks is critical to the success of the program's execution. Our team helps to clearly articulate the program requirements and specifications, and then implement the established governance model.
- ▶ **Execution:** For effective program execution, our team applies rigorous program management, sourcing and vendor oversight, testing and training. We establish procedures and processes to enable rigorous control over the program.
- ▶ **Measuring and monitoring:** Our regular assessment of the progress, costs, quality and benefits, as well as regular reporting and communication to the program sponsors, gives clients greater confidence in the overall program execution.
- ▶ **Business acceptance:** Through robust change management and stakeholder engagement we are able to proactively resolve potential disputes, oversee a smooth transition and improve overall satisfaction.

### EY capital projects in oil and gas

With the return of market volatility, energy projects are coming under even more scrutiny. At the same time, capital projects are becoming more technically complex, capital intensive and operationally demanding. Despite the importance of these activities, *Spotlight on oil and gas megaprojects* discovered that the industry's track record of successful capital project delivery is disappointing. So, how can we make it better?

The report highlights both the risks of inaction as well as industry best practice management and mitigation strategies for overcoming project delivery challenges and, where possible, taking advantage of them.

Explore how EY can help you through the full life cycle of a capital project, from inception and setup of the commercial delivery structure through feasibility studies and into project delivery, construction and commissioning. Learn more at [ey.com/oilandgas/capitalprojects](http://ey.com/oilandgas/capitalprojects).



# 6. Tailoring our approach

EY tailors its services at each phase of the life cycle to address unique client needs. Some are at the beginning of their infrastructure journey and considering a new investment. Others are seeking to divest themselves of an existing infrastructure asset. In many cases, our clients' needs sit somewhere in between. EY's life cycle approach to infrastructure projects enables us to help our clients regardless of which phase they are in.

## Greenfield infrastructure

Investment in greenfield infrastructure is seen as a critical success factor for economic growth. This type of infrastructure tends to focus on assets such as new hospitals or schools, ports, bridges or roads, or nuclear energy plants and oil and gas export terminals. To help finance these projects, many governments are considering public-private partnerships. To manage policy and regulation, they often turn to a third-party provider such as EY.

EY services to support greenfield projects initially focus on the planning and procurement phases of the project life cycle, as well as helping to raise the required capital. Over the longer term, our services can cover the entire infrastructure life cycle to help our clients manage the construction, operations and exit phases.

We provide support from the earliest stages of analysis, to project evaluation to procurement, financial close, construction and operations. We also assist our clients in devising and comparing financial plans and delivery approaches for projects that involve public, federal or private financing, project revenues or grants – and provide support in the implementation of those plans.

### The road to 2030: a survey of infrastructure development in Russia

Infrastructure has been placed at the center of the Russian policy-maker's agenda.

Total investment in infrastructure projects in Russia from 2009 through 2030 is expected to reach US\$969 billion. However, legislative reforms and more transparent decision-making are required to facilitate growth, according to the results of EY's *The road to 2030: a survey of infrastructure development in Russia*.

Infrastructure projects in areas such as roads and highways, railways, airports, water transport, power and utilities, and water supply have the potential to contribute greatly to the further development of Russia.

In our survey we analyzed the current state of infrastructure investment in Russia and the ways to improve it.

To learn more about the results of our survey, visit [ey.com/russiainfrastructure](http://ey.com/russiainfrastructure) and download PDF of the report.



## Brownfield infrastructure

Built infrastructure assets are increasingly being sold, bought and divested as governments, private organizations, fund managers and investors review balance sheets and look for new opportunities.

Everywhere around the world, but most especially in more mature economies, infrastructure built either at the dawn of the industrial age, or following the last Great War is in desperate need of upgrading and replacement. It comes at a time, however, when many governments face significant deficit challenges. Often, these governments seek to raise funds through asset sales or refinancing to give them the capital they desperately need to invest in aging infrastructure and other priority assets.

In the private sector, many existing closed-end funds are reaching their maturity and seeking to exit their build assets. Funds and investors looking to buy built infrastructure are attracted to these assets for their long-term stable return nature.

For both public and private sector clients, EY offers an integrated solution to support built infrastructure projects. EY helps organizations buy, sell, optimize and divest or carve out built infrastructure assets. Our services in this area tend to begin at the operations and exit phases of the infrastructure life cycle, freeing up much needed cash for organizations to begin the life cycle all over again.

## Routes to prosperity: how smart transport infrastructure can help cities to thrive

Cities need a quality information platform to be competitive, and nowhere is this better exemplified than in the case for smart cities. At a high level, a smart city means using digital technology for smarter urban transport networks, upgraded utilities and more efficient use of resources.

To optimize the impact of this technology on transport systems, and economic and social development for a city overall, city administrations need to keep focused on the fundamentals – the ultimate purpose and value proposition of the city and the experience for its citizens.

At this stage of the digital agenda for cities, policymakers should ask more fundamental questions on how smart policy can change a city. How can technology-enabled transport infrastructure ultimately affect the livelihoods of citizens, the operations of businesses and efforts to attract investment?

EY's recent publication, *Routes to prosperity: How smart transport infrastructure can help cities to thrive*, answers these questions and more.

Download the PDF to read the full report from [ey.com/smартtransport](http://ey.com/smартtransport).



# 7. Awards

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Grand prix award  
Infrastructure advisory work  
North West Rail Link PPP, Australia



Gold Award – Best Financial Advisor (Americas)



1st – Global advisory mandates won (97)  
1st – Americas advisory mandates won (41)  
1st – Asia Pacific advisory mandates won (35)  
1st – Ongoing projects (371)  
Asia Pacific Transport deal of the year  
Government Advisor, North West Rail  
Europe refinancing of the year  
European Waste Deal of the Year  
European Wind Deal of the year  
European Biomass Deal of the Year



2014  
1st – Most Transactions Closed (25)  
Asia-Pacific Transport deal of the year, Financial Advisor, North West Rail  
Latin American Transport Deal of the year, Financial Advisor  
North American – Social Infrastructure deal of the year, Financial Advisor



2014  
1st – Financial Advisor Global RFI/PPP Deals (17)  
1st – Financial Infrastructure Project Finance Financial Adviser  
3rd – Financial Adviser of Global Project Finance Loans

# 8. Network and contacts

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EY's global network of more than 1,000 dedicated infrastructure professionals work with clients to help deliver successful capital and infrastructure programs. To find out more about our Infrastructure services speak to your local contact.

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