GLOBAL INFRASTRUCTURE SERVICES
Marsh & McLennan Companies provides risk-based, analytical and transactional support in the development and implementation of projects for infrastructure clients worldwide.
DIFFERENTIATED INFRASTRUCTURE SERVICES

- Risk advisory and insurance transactional services.
- Commercial/ market, operations, capital planning organisation.
- Economics and regulation.
- Human capital.
- Investment analysis.

INFRASTRUCTURE SECTOR FOCUS

DEEP INDUSTRY EXPERIENCE AND ROBUST ANALYTICS ENABLING PRAGMATIC SOLUTIONS

- **Transportation**: airports, ports/ terminals, roads, bridges, tunnels, freight and passenger rail, dry bulk and tanker logistics and markets.
- **Energy**: oil and gas – upstream, downstream, transportation and storage; metals/ mining; extraction industries logistics (e.g. mine to port).
- **Utilities**: natural gas, electricity, water.
- **Telecommunications**: broadcasting and/ or wireless towers, satellites.
- **Power generation**: carbon-based, nuclear and renewables, fossil fuel markets.
- **Social infrastructure**: hospitals, schools, accommodation.

BANKABLE BUSINESS CASE DEVELOPMENT TAILORED TO SPECIFIC TRANSACTIONS

Proven global experience in supporting bankable, implementable projects

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<tr>
<td>• Demand/revenue projections (including market-based price optimisation).</td>
<td>• Construction projects.</td>
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<td>• Operating and capital cost projections (including life cycle risk management).</td>
<td>• Operating assets.</td>
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<td>• Integration of technical/engineering requirements.</td>
<td>• Secondary purchase.</td>
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<td>• Trade-off modelling of operating versus capital improvements.</td>
<td>• Sale of an asset.</td>
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<td>• Matching timing of revenue streams to capital expenditures.</td>
<td>• Public and/or private financing.</td>
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<td>• Related capital raise.</td>
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TRANSACTION FEASIBILITY AND GOVERNANCE

- Due diligence.
- Project life cycle planning and management.
- Project/ transaction structure, including key stakeholder alignment (public agencies, financial/ strategic sponsors, customers).
- Human capital structure and workforce environment.
- Investment selection and pacing.
- Compensation (including health and welfare).
- Insurance coverage for unallocated risks.

RISK IDENTIFICATION AND QUANTIFICATION

- Risk and value driver analysis (modelling and long-term financial forecasting).
- Detailed analysis by risk type
  - Market (e. g. commodity risk, interest rates, foreign exchange).
  - Operational (e. g. construction risk, completion of milestones, start-ups).
  - Human capital (health, welfare, pensions).
- Investment risk.
- Ex-post analysis of performance versus risk influence.
- Country risk analysis.
- Demand forecasting.
- Large project risk.
- Logistics scheduling under uncertainty (e. g. to and from the infrastructure asset).

RISK MITIGATION

- Allocation of risk among parties.
- Project construction risk insurance, including delay in start-up and marine transit.
- Operational insurance including portfolio insurance procurement.
- Human capital obligations.
- Surety.
- Political risk and political violence.
- Environmental risk.
- Weather risk.
- Workforce communication and change.
- Dispute resolution services.

POLICY AND REGULATION

- Project economics under alternative regulatory regimes.
- Tariff and pricing alternatives.
- Strategy and policy considerations, including privatisation and concessioning.
ABOUT MARSH & McLennan Companies

Marsh & McLennan Companies is a global professional services firm offering clients advice and solutions in the areas of risk, strategy, and human capital. Marsh is a global leader in insurance broking and risk management; Mercer is a global leader in talent, health, retirement, and investment consulting; Oliver Wyman is a global leader in management consulting; and Guy Carpenter is a global leader in providing risk and reinsurance intermediary services and delivering capital market solutions for clients around the globe. With annual revenue exceeding $13 billion, Marsh & McLennan Companies’ 57,000 colleagues worldwide provide analysis, advice, and transactional capabilities to clients in more than 130 countries.

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