




28 April 2025



Ref: OIA-2024/25-0771

Tēnā koe 

### Official Information Act request relating to Chris Liddell at infrastructure summit

Thank you for your Official Information Act 1982 (the Act) request, which was partially transferred by the Prime Minister's office to the Department of the Prime Minister and Cabinet (DPMC) on 26 March 2025. The part of your request transferred to DPMC is for:

*"...any correspondence between government [...] officials and Chris Liddell or his representatives in the last year, particularly the correspondence that led to his being asked to speak at this summit."*

DPMC can only respond to your request as it relates to any correspondence with Chris Liddell or his representatives that is held by DPMC. I have interpreted the part of your request transferred to DPMC as being for any correspondence between DPMC officials and Chris Liddell, or his representatives, for the period 14 March 2024 – 14 March 2025 (the date of your original request).

I also note that we would only be able to identify any representatives of Chris Liddell if they had identified themselves as his representative in their correspondence.

### Information being released

Identified as being relevant to your request are various email conversations between Chris Liddell and the Chief Executive of DPMC, Ben King. These relate to the New Zealand Infrastructure Investment Summit which was held in Auckland on 13 and 14 March 2025.

Please find attached the relevant email correspondence as set out in the table below.

| Item   | Date       | Subject Line of Email  | Decision   |
|--------|------------|------------------------|--|
| Item 1 | 14/03/2025 | RE: PM - Photos – Coin | Some information withheld under: s9(2)(a)  |
| Item 2 | 14/03/2025 | Re: PM - Photos – Coin | Some information withheld under: s9(2)(a)<br><br>Some information not in scope and some duplicate information. |
| Item 3 | 14/03/2025 | Catch up with PM       | Some information withheld under: s6(a)   |

| Item    | Date       | Subject Line of Email                | Decision  |
|---------|------------|--------------------------------------|---|
| Item 4  | 14/03/2025 | Re: Photos                           | Some information withheld under:<br>s9(2)(a)  |
| Item 5  | 14/03/2025 | RE: Initial Thank You                | Some information withheld under:<br>s9(2)(a)<br>s9(2)(ba)                                     |
| Item 6  | 12/03/2025 | final speech and video               | Some information withheld under:<br>s9(2)(a)  |
| Item 7  | 11/03/2025 | RE: speech + video                   | Some information withheld under:<br>s9(2)(a)  |
| Item 8  | 11/03/2025 | RE: speech + video                   | Some information withheld under:<br>s9(2)(ba)<br><br>Some duplicate information               |
| Item 9  | 11/03/2025 | RE: speech + video                   | Some information withheld under:<br>s9(2)(a)  |
| Item 10 | 11/03/2025 | RE: speech + video                   | Some duplicate information  |
| Item 11 | 9/03/2025  | [no subject]                         | Some information withheld under:<br>s9(2)(a)  |
| Item 12 | 8/03/2025  | Re: BAG: Next speech draft for PM    | Some information withheld under:<br>s9(2)(a)<br>s9(2)(g)(i)                                   |
| Item 13 | 4/03/2025  | Re: Investment Summit: Announcements | Some information withheld under:<br>s9(2)(a)  |
| Item 14 | 4/03/2025  | FW: Investment Summit: Announcements | Some information withheld under:<br>s6(a)<br>s9(2)(a)<br>s9(2)(f)(iv)<br>s9(2)(g)(i)          |
| Item 15 | 3/03/2025  | Re: Investment Summit: Announcements | Some information withheld under:<br>s9(2)(a)<br>s9(2)(g)(i)<br><br>Some duplicate information |
| Item 16 | 2/03/2025  | Re: Investment Summit: Announcements | Some duplicate information  |
| Item 17 | 2/03/2025  | Re: Investment Summit: Announcements | Some duplicate information  |

| Item    | Date       | Subject Line of Email             | Decision   |
|---------|------------|-----------------------------------|--|
| Item 18 | 2/03/2025  | RE: Safe Travels                  | Some information withheld under:<br>s9(2)(a)<br>s9(2)(ba)<br>s9(2)(g)(i)       |
| Item 19 | 26/02/2025 | RE: Travel to NZ for conference   | Some information withheld under:<br>s9(2)(a)                                   |
| Item 20 | 19/02/2025 | RE: replacement photo             | Some information withheld under:<br>s9(2)(a)<br>s9(2)(g)(i)                    |
| Item 21 | 17/02/2025 | RE: Follow up and e-introductions | Some information withheld under:<br>s9(2)(a)<br><br>Some duplicate information |
| Item 22 | 17/02/2025 | RE: Follow up and e-introductions | Some information withheld under:<br>s9(2)(a)                                   |
| Item 23 | 16/02/2025 | Info on Summit                    | Some information withheld under:<br>s9(2)(a)                                   |

Some of the emails include attached documents. As noted in the table above and on the documents themselves, some information has been withheld under the following sections of the Act:

- section 6(a), to protect the security or defence of New Zealand or the international relations of the Government of New Zealand
- section 9(2)(a), to protect the privacy of individuals
- section 9(2)(ba), to protect the supply of similar information in the future or prevent damage to the public interest
- section 9(2)(f)(iv), to maintain the confidentiality of advice tendered by or to Ministers and officials
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion.

In an email dated 14 March 2025 (Item 4), a reference is made to a WhatsApp message that the DPMC Chief Executive sent to Chris Liddell. This message consisted of photos of Chris Liddell and the Prime Minister, which were also included via a Google Photos link in the attached emails. No other WhatsApp messages were identified. The link and access to the photos in an email of 14 March 2025 (Item 1) has been withheld under s9(2)(a) of the Act, to protect the privacy of individuals.

In emails dated 11 and 12 March 2025 (Items 6 and 7), Chris Liddell includes a link to his personal Dropbox. The link itself is withheld, but I can advise that the material he was sharing consists of a video of Jack Lovelock winning the 1500 metre race at the 1936 Olympic Games in Berlin. Mr Liddell used this video as part of his presentation at the summit.

I have not identified any written communications relevant to the part of your request for “correspondence that led to [Chris Liddell] being asked to speak at this summit.” Therefore, I am refusing this part of your request under section 18(g) of the Act as the information you have requested is not held by DPMC and I have no grounds for believing that the information requested is either held by, or more closely connected to the functions of, another department, Minister of the Crown or organisation.

### **Information publicly available**

The attachments to the email sent to Chris Liddell on 4 March 2025 (Item 14) were slides for the sector presentations at the summit. These slides are publicly available on the Treasury’s website at: [www.treasury.govt.nz/information-and-services/nz-economy/infrastructure/new-zealand-infrastructure-investment-summit-2025](http://www.treasury.govt.nz/information-and-services/nz-economy/infrastructure/new-zealand-infrastructure-investment-summit-2025).

Attached to the email from the DPMC Chief Executive of 7 March 2025 (Item 12) was a draft of the Prime Minister’s speech to the Summit withheld in the emails above. The final speech made by the Prime Minister is available on the Beehive website at: [www.beehive.govt.nz/speech/investor-summit-speech](http://www.beehive.govt.nz/speech/investor-summit-speech).

There was an image Chris Liddell attached to his email on 17 February 2025 (Item 20), which is available on Wikipedia: [en.wikipedia.org/wiki/File:Chris\\_Liddell\\_official\\_photo.jpg](https://en.wikipedia.org/wiki/File:Chris_Liddell_official_photo.jpg).

Accordingly, I have refused the part of your request that includes these documents under section 18(d) of the Act on the basis that the information requested is publicly available.

Where section 9 applies, in making my decision I have considered the public interest considerations in section 9(1) of the Act. No public interest has been identified that would be sufficient to outweigh the reasons for withholding that information.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the Department of the Prime Minister and Cabinet’s website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Nāku noa, nā,



Clare Ward  
**Executive Director**  
**Strategy, Governance and Engagement**

**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Subject:** RE: PM - Photos - Coin  
**Date:** Friday, 14 March 2025 4:34:37 pm

---

Perfect – thanks Ben

Lets talk about follow up next week maybe

---

**From:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Sent:** Friday, 14 March 2025 4:13 pm  
**To:** Chris Liddell [s 9\(2\)\(a\)](#)  
**Subject:** Fw: PM - Photos - Coin

Chris: photos in the attached link. Feel free to use as you wish. I'll get some professional ones from last night. The relevant photographer is on leave so it might be early next week. Thanks again for everything.

---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive

Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64 s 9\(2\)\(a\)](#)

E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64 s 9\(2\)\(a\)](#)

E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

---

**From:** [s 9\(2\)\(a\)](#) [@parliament.govt.nz](mailto:s 9(2)(a)@parliament.govt.nz)  
**Sent:** Friday, March 14, 2025 2:46:59 PM  
**To:** [s 9\(2\)\(a\)](#) [@parliament.govt.nz](mailto:s 9(2)(a)@parliament.govt.nz); Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>  
**Cc:** [s 9\(2\)\(a\)](#) [@parliament.govt.nz](mailto:s 9(2)(a)@parliament.govt.nz)  
**Subject:** PM - Photos - Coin

Hi,

Here are the photos from the coin exchange at the Summit:

s9(2)(a)

Thanks,

s 9(2)(a) | CONTENT PRODUCER

National Leader's Office | National.org.nz

s 9(2)(a)

Parliament House, Parliament, Wellington 6011

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

Released under the Official Information Act 1982

Out of Scope

**From:** Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>

**Sent:** Friday, March 14, 2025 6:57:48 PM

**To:** s 9(2)(a) <s 9(2)(a) [parliament.govt.nz](mailto:s 9(2)(a)@parliament.govt.nz)>; s 9(2)(a) <s 9(2)(a) [parliament.govt.nz](mailto:s 9(2)(a)@parliament.govt.nz)>

**Cc:** s 9(2)(a) <s 9(2)(a) [@parliament.govt.nz](mailto:s 9(2)(a)@parliament.govt.nz)>

**Subject:** Re: PM - Photos - Coin

Thanks s 9(2)(a): great job mate.

s 9(2)(a): can you please send me any/all photos of Chris Liddell (particularly, but not exclusively from the Gala Dinner).

Thanks

Ben



---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive

Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64](#) s 9(2)(a)

E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64](#) s 9(2)(a)

E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

---

Duplicate



---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.



**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Subject:** Catch up with PM  
**Date:** Friday, 14 March 2025 11:49:08 am

---

Ben - any chance we can get 5 mins together over lunch ? I have s 6(a) in the US and don't think I can stay for the afternoon.

Not critical but would be good if possible

Thanks  
Chris

Released under the Official Information Act 1982

**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Subject:** Re: Photos  
**Date:** Friday, 14 March 2025 10:00:01 am

---

I got them thanks

Look forward to the official ones ( including from first evening of there are any)

On Mar 14, 2025, at 6:56 AM, Ben King [DPMC]  
<[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)> wrote:

[UNCLASSIFIED]

Hi Chris – I sent you a few photos (from my phone) last night by WhatsApp. If you don't use that app, let me know what you do use and I'll resend them using that format.

We will ensure we get you some proper/professional photos from the evening in longer time.

Best regards  
Ben

---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive  
Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64 s 9\(2\)\(a\)](#)  
E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64 s 9\(2\)\(a\)](#)  
E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

---

**From:** [Ben King \[DPMC\]](#)  
**To:** [Chris Liddell](#)  
**Subject:** RE: Initial Thank You  
**Date:** Friday, 14 March 2025 5:28:00 am

---

Good morning – thanks very much, I'll share the updated version. Looking forward to seeing you again at the Summit today.

Best regards  
Ben

---

**From:** Chris Liddell <s 9(2)(a)>  
**Sent:** Friday, 14 March 2025 5:23 am  
**To:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Subject:** RE: Initial Thank You

Thanks Ben – much appreciated.

s9(2)(a), s9(2)(ba)

I was really heartened by the reaction, and yes, that certainly made the trip very worthwhile.

Attached is the final version although I tweaked it a bit at the end to shorten it, but this is probably the best one to use if anyone wants it

See you soon, and thanks again for the invitation and the support

Chris

---

**From:** Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>  
**Sent:** Thursday, 13 March 2025 11:27 pm  
**To:** Chris Liddell <s 9(2)(a)>  
**Subject:** Initial Thank You

[UNCLASSIFIED]

Hi Chris

I'll find a way to express more fulsome thanks. But let me say, for tonight, that I hope you feel the visit to New Zealand was worth it. Your contribution at the Gala Dinner was widely acclaimed – I've had fulsome compliments for your speech from the foreign visitors and New Zealanders alike. I think you nailed it by taking a step back to look at global megatrends; applying them to a NZ context; pitching the value proposition of NZ as an investment destination; and also giving us all a bit of an (honest, necessary) challenge – for us to ensure we don't be complacent and don't fail to act boldly (not incrementally).

I know how much time you would have put into the speech; and the sacrifice of coming back to NZ after you'd really just left.

As discussed, I've delivered a copy of your speech to Minister Willis tonight; and PM Luxon has also asked for a copy, which I've sent to him tonight.

You knocked it out of the park – thanks so much Chris.

Best regards

Ben

---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive  
Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64 9 929 9292](#)

E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64 9 929 9292](#)

E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

**From:** [Chris Liddell](#)  
**To:** [Anne O'Brien](#)  
**Cc:** [Ben King \[DPMC\]](#); [Chris Liddell](#)  
**Subject:** final speech and video  
**Date:** Wednesday, 12 March 2025 3:03:31 pm  
**Attachments:** [NZ Infrastructure Investment Summit speech.docx](#)

---

Anne

See you in a few minutes

Also ,I got some help tidying up the video – let's use this one if we can

s 9(2)(a)

Chris

Released under the Official Information Act 1982

**From:** Ben King [DPMC]  
**To:** Chris Liddell; Anne O'Brien  
**Subject:** RE: speech + video  
**Date:** Tuesday, 11 March 2025 9:50:00 am

---

[UNCLASSIFIED]

Chris – I've checked with PM's office and they are (a) very comfy with the reference to the PM in your speech; and (b) think the content/pitch of your speech is good.

See you tomorrow.

Ben

---

**From:** Chris Liddell s 9(2)(a)  
**Sent:** Tuesday, 11 March 2025 9:16 am  
**To:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>; Anne O'Brien <Anne.O'Brien@treasury.govt.nz>  
**Cc:** Chris Liddell s 9(2)(a)  
**Subject:** speech + video

Anne,

Here is a close to final draft of my speech + video

s 9(2)(a)

I would like one more chance to go through it on the plane and edit it when I arrive, but if you need it before then, this version is fine.

Ben, I make one reference to the PM halfway through the speech ( repeated below). It's meant to compliment his leadership, but if there is any sensitivity in the reference, just let me know and I will take the sentence out

*NZ is particularly blessed regarding natural infrastructure, and I'd like to discuss that more extensively. A few years back, the NEXT Foundation I chair had a workshop on environmental infrastructure opportunities. Coincidentally, Prime Minister Luxon played a leadership role in the workshop in his previous position as a private sector CEO. We discussed how to encourage New Zealanders to care about their natural environment*

I'll be in touch when I land, but also a few hours before I take off if you need me ( I am NZ1)

Thanks  
Chris

**From:** [Ben King \[DPMC\]](#)  
**To:** [Chris Liddell](#); [Anne O'Brien](#)  
**Subject:** RE: speech + video  
**Date:** Tuesday, 11 March 2025 9:42:00 am

---

[UNCLASSIFIED]

Hi Chris – thanks for the draft. I'll read through it in detail tonight, but I just gave it a quick look at the first couple of pages and you've clearly put a lot of thought and work into the text. Thanks very much.

I've got a query in with the PM's office about the reference to him. I think it'll be fine but I'll come back to you to confirm, one way or the other.

Ben

Duplicate

Released under the Official Information Act 1982





Released under the Official Information Act 1982

**From:** [Chris Liddell](#)  
**To:** [Anne O'Brien](#); [Ben King \[DPMC\]](#)  
**Subject:** RE: speech + video  
**Date:** Tuesday, 11 March 2025 9:27:02 am  
**Attachments:** [image002.png](#)

---

Sounds good

---

**From:** Anne O'Brien <Anne.O'Brien@treasury.govt.nz>  
**Sent:** Monday, March 10, 2025 4:26 PM  
**To:** Chris Liddell s 9(2)(a) Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Subject:** RE: speech + video

[UNCLASSIFIED]

Kia ora Chris

I'll pass this on so that they can get started but you will still be able to make amendments which we can update once you're on the ground.

On another matter, you have been nominated as a significant leader within the delegate group to accept the wero (challenge) from Ngāti Whatua on behalf of the visiting delegation at Wednesday's pōwhiri.

In this important role you will be accompanied by two other international delegates (to be confirmed) standing either side, and supported by our kaumatua Trevor Moeke and our kaikaranga.

You will be fully briefed when you arrive for the welcome on Wednesday – would you be able to arrive at 3.30pm for this briefing? I look forward to seeing you then.

Ngā mihi (Kindest regards)  
Anne



**Anne O'Brien** (she/her) | **Event Producer, Infrastructure Investment Summit | Te Tai Ōhanga – The Treasury:**

Mobile: 00 64 s 9(2)(a)

Email/IM: [Anne.O'Brien@treasury.govt.nz](mailto:Anne.O'Brien@treasury.govt.nz)

Visit us online at <https://treasury.govt.nz/> and follow us on [Twitter](#), [LinkedIn](#) and [Instagram](#)

CONFIDENTIALITY NOTICE

The information in this email, and any attachments to the email (the "Information"), is confidential to The Treasury and intended only for the addressee(s). It may also be legally privileged.

If you are not an intended recipient of the email, you should immediately notify the sender that you have received the email in error and delete it. Any use, dissemination or copying of this email by unintended recipients is strictly prohibited and may be unlawful.

**From:** [Ben King \[DPMC\]](#)  
**To:** [Chris Liddell](#); [Anne O'Brien](#)  
**Subject:** RE: speech + video  
**Date:** Tuesday, 11 March 2025 9:50:00 am

---

[UNCLASSIFIED]

Chris – I've checked with PM's office and they are (a) very comfy with the reference to the PM in your speech; and (b) think the content/pitch of your speech is good.

See you tomorrow.

Ben

Duplicate - additional 7 pages removed as Duplicates

Released under the Official Information Act 1982

**From:** [Ben King \[DPMC\]](#)  
**To:** [Chris Liddell](#)  
**Date:** Sunday, 9 March 2025 8:41:58 am  
**Attachments:** [Infrastructure Investment Summit - Companies list.pdf](#)

---

Some more info on the companies fyi

---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive

Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64](#) s 9(2)(a)

E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64](#) s 9(2)(a)

E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

Released under the Official Information Act 1982

# NEW ZEALAND INFRASTRUCTURE INVESTMENT SUMMIT

## ATTENDING COMPANY PROFILES

**NOT FOR PUBLICATION**

| Type                  | Company name  | Region |
|-----------------------|---|--------|
| Investor              | <p><b><u>abrdrn (Aberdeen Investments)</u></b></p> <p>abrdrn is a global investment company headquartered in Edinburgh, with £506 billion (NZ\$1.1 trillion) in assets under management and a presence in more than 30 countries. Founded in 1825, the firm manages a broad range of assets, including equities, fixed income, real assets, multi-asset, and alternatives, serving individual and institutional investors worldwide. Their areas of interest by sector include justice, corrections, health, education and transport infrastructure.</p>  | UK     |
| Investor              | <p><b><u>Accident Compensation Corporation (ACC)</u></b></p> <p>As New Zealand's largest investment fund, ACC holds a diverse portfolio ranging from bonds to equities, with significant investments in infrastructure assets. From public-private partnership (PPP) roads to prisons, ACC combines financial and strategic expertise to deliver long-term benefits. ACC's asset portfolio supports its no-fault accident cover insurance business. ACC's sectors of interest include health and transport.</p>   | NZ     |
| Construction          | <p><b><u>ACCIONA</u></b></p> <p>ACCIONA is a global group developing and managing sustainable infrastructure solutions, especially in renewable energy. Its business spans the entire value chain, from design and construction through to operation and maintenance. Acciona entered the New Zealand market with the awarding of a public-private partnership (PPP) contract to design, build, finance, manage and maintain the Puhoi-Warkworth motorway for 25 years. In a consortium with Fletcher, AECOM and Jacobs, it is also involved in the third phase of Auckland's Eastern Busway. In 2023, Acciona's net investment cashflow was €3,327m (NZ\$6 billion).</p>                                       | Spain  |
| Professional Services | <p><b><u>ACE NZ</u></b></p> <p>ACE NZ is the Association of Consulting and Engineering, a non-profit membership organisation representing more than 270 global businesses that employ around 16,000 engineers, project managers, planners, scientists, architects, surveyors and other technical disciplines who provide specialist services across the built and natural environment in NZ.</p>  | NZ     |
| Investor              | <p><b><u>Amber Infrastructure Group</u></b></p> <p>Amber Infrastructure Group is a global infrastructure investment manager with more than 15 years of experience mobilising capital into essential infrastructure. Amber partners with public and private entities, providing long-term, responsible investment solutions to generate investor returns and deliver community benefit. At the end of 2023, Amber Infrastructure had more than NZ\$31 billion in assets under management. Amber Infrastructure NZ Ltd is based in Auckland. Their areas of interest by sector include justice, corrections, health, education and transport infrastructure with particular interest in health and transport.</p> | UK     |

|                                   |  |       |
|-----------------------------------|--|-------|
| Financial Services                | <b><u>ANZ Bank New Zealand Limited</u></b><br>ANZ is New Zealand's largest bank, offering a comprehensive range of financial services including personal, business, and institutional banking. With a strong focus on Environmental, Social, and Governance (ESG) strategies, it is committed to helping businesses and individuals transition to a low-emission, resilient economy.   | NZ    |
| Engineering Services              | <b><u>ARUP Group Limited</u></b> Arup is a British multinational professional services firm headquartered in London that provides design, engineering, architecture, planning, and advisory services across every aspect of the built environment. It employs around 17,000 people in more than 90 offices across 35 countries and has participated in projects in more than 160 countries. ARUP's revenue for 2023/24 was £2.2 billion (NZ\$5 billion). ARUP Group NZ has two offices in NZ, Auckland and Wellington.   | UK    |
| Financial Services                | <b><u>ASB Bank</u></b><br>The ASB Group of companies is one of the largest providers of financial and insurance services in New Zealand. ASB Bank Limited is one of New Zealand's leading commercial banks, committed to delivering financial progress for all New Zealanders through its products, services and community support.  | NZ    |
| Professional Services             | <b><u>Auckland Business Chamber</u></b><br>Auckland Business Chamber is New Zealand's largest business organisation and a key member of the New Zealand Chambers of Commerce network. With more than 160 years' experience, it supports both startups and established businesses, helping them succeed locally and internationally. The Chamber provides a range of business support solutions, including employment-readiness programmes, recruitment services, mentoring, networking events, business training, and export assistance. It also offers advocacy and resources to strengthen the business environment. | NZ    |
| Pension\Superannuation            | <b><u>Australian Retirement Trust</u></b><br>Australian Retirement Trust is one of Australia's largest superannuation funds, managing more than A\$280 billion (NZ\$304 billion) on behalf of more than 2.3 million members. It was formed through the 2022 merger of QSuper and Sunsuper, bringing together decades of expertise in wealth management. Their investment sectors of interest are in transport, energy, health and education.   | AUS   |
| Engineering Professional Services | <b><u>Aurecon</u></b><br>Aurecon is a design, engineering and advisory company. Its purpose is to bring ideas to life, to imagine and co-create with its clients a better future for people and the planet. It has more than 7000 employees in 11 locations around the world.  | AUS   |
| Pension\Superannuation            | <b><u>AwareSuper</u></b><br>Aware Super is one of Australia's largest superannuation funds, managing more than AU\$180 billion (NZ\$196 billion) on behalf of its 1.1 million members. Focused on long-term investment returns, it strives to deliver strong member returns whilst considering environmental and social impacts. Their area of interest includes renewable energy, health, agriculture and transport.  | AUS   |
| Financial Services                | <b><u>Bank of China (NZ)</u></b><br>Bank of China (New Zealand) Limited was launched in Auckland, New Zealand in November 2014. The New Zealand subsidiary is passionate about building a culture that supports our team to fulfil their potential and about delivering a truly exceptional experience for the New Zealand customers.  | China |

|                         |   |        |
|-------------------------|---|--------|
| Financial Services      | <b>Bank of New Zealand</b> Bank of New Zealand was founded in 1861 and has been an integral part of New Zealand life ever since. Today the bank employs more than 5,000 people in New Zealand; works with Personal, Business, Agri and Private Wealth clients; and has 135 branches and Partners' Centres across New Zealand.   | NZ     |
| Professional Services   | <b>BDO New Zealand</b><br>BDO New Zealand is a leading professional services firm, providing audit and assurance, tax, and advisory services across a wide range of industries. With 20 offices nationwide and access to a global network of more than 1,700 offices, BDO serves clients from regional businesses to multinational corporations.  | NZ     |
| Engineering Services    | <b>Beca Group</b><br>Beca is one of Asia-Pacific's largest independent advisory, design and engineering consultancies. After a century of operation, Beca has grown from a family-owned business to one of the most established professional services consultancies in the Asia-Pacific region. It has more than 4,000 employees in 25 offices around the world and has delivered projects in more than 70 countries. Beca has multiple offices in 12 cities across NZ.   | AUS    |
| Professional Services   | <b>Bell Gully</b><br>Bell Gully is one of New Zealand's oldest law firms, established in 1840. The firm has a strong domestic business history with longstanding relationships with major corporate clients including ANZ, ASB, Air New Zealand, Fletcher Building, Carter Holt Harvey, and Fisher & Paykel. It also has a leading public sector practice and a strong global network, advising the New Zealand government on key financial projects and international firms on multi-jurisdictional transactions and overseas investments in NZ. | NZ     |
| Investor                | <b>Brookfield Asset Management</b><br>Brookfield Asset Management is a global investment firm, overseeing more than US\$1 trillion (NZ\$2 trillion) in assets. Brookfield invests on behalf of institutions around the world across renewable power and transition, infrastructure, private equity, real estate, and credit. Areas of interest in sector includes renewable energy and transport. There are no NZ offices at present.   | Canada |
| Professional Services   | <b>Buddle Findlay</b><br>Buddle Findlay is a leading New Zealand commercial and public law firm with 45 partners, a team of 224 lawyers, and strong relationships with law firms in Australia, the UK, the US and Asia. Dating back almost 130 years, Buddle Findlay's corporate and public sector clients include multinational corporations, banks, government departments, and local authorities; and collaborates with sponsors, develops, contractors, and financiers at every stage of infrastructure development.                          | NZ     |
| Pension/ Superannuation | <b>Caisse de dépôt et placement du Québec (CDPQ)</b><br>Caisse de dépôt et placement du Québec (CDPQ) is a global investment group present in all major markets with C\$452 billion (NZ\$546 billion) in assets and offices in 10 countries. CDPQ invests in assets across private equity, equity markets infrastructure, private credit and real estate. Their areas of interest by sector include justice, corrections, health and transport infrastructure.  | Canada |



|                    |   |       |
|--------------------|---|-------|
| Financial Services | <p><b>CaixaBank</b><br/>CaixaBank is Spain's leading bank and a financial group with a socially responsible banking model based on quality, engagement and specialisation. It is the leading financial group in Spain and a major player in Europe. CaixaBank offers a wide range of value-added products and services, with innovation at the heart of everything it does, playing a central role in driving long-term, sustainable economic growth. CaixaBank Group has 20.3 million customers.</p> <p>There are no NZ offices at present.</p>  | Spain |
| Developer/Operator | <p><b>Capella Capital</b><br/>Capella Capital is an infrastructure developer, financier and manager. Since 2009, together with its partners, it has secured more than A\$32 billion (NZ\$35 billion) in projects. Offering an integrated end-to-end approach, Capella has expertise in all aspects of project development, commercial and financial structuring, capital raising, delivery, operations, assets and fund management. There are no NZ offices at present.</p>   | AUS   |
| Financial Services | <p><b>China Construction Bank</b><br/>China Construction Bank (New Zealand) is a subsidiary of the global CCB network, providing comprehensive financial solutions, including corporate loans, trade finance, and RMB clearing, to support New Zealand and Chinese businesses. Registered in 2014, the bank now plays a key role in facilitating cross-border M&amp;A, capital market engagements, and infrastructure development.</p>  | China |
| Construction       | <p><b>CIMIC Group</b><br/>CIMIC Group is an engineering-led services, construction and natural resources business with a history dating back to 1899. With a team of 30,000, and pioneering technology and engineering, CIMIC Group delivers high-value and sustainable solutions across the lifecycle of assets, infrastructure and resources projects in around 20 countries. CIMIC's 2023 financial performance was net profit after tax of A\$434 million (NZ\$472 million) on an operational basis, with total work in hand of A\$31.7 billion (NZ\$34 billion).</p> <p>CIMIC Group's NZ companies include CPB Contractors and Pacific Partnerships, which has been involved in many PPPs. These include Waikeria Corrections and Treatment Facility, Waipapa Christchurch Hospital, and design and construction of three new primary schools (two in Auckland and one in Hamilton).</p> | AUS   |
| Financial Services | <p><b>Citi Bank</b><br/>Citigroup (Citi) is a global financial services corporation headquartered in New York City. With operations in nearly 160 countries, Citi provides a comprehensive range of financial services to individuals, corporations, governments, and institutions. The bank's Q3 2024 financial performance showcased a net profit of US\$3.2 billion (NZ\$6 billion), reflecting growth in investment banking and wealth management services.</p>   | USA   |

|                       |  |         |
|-----------------------|--|---------|
| Construction          | <p><b><u>Civil Contractors NZ</u></b></p> <p>Civil Contractors New Zealand is the national business association for New Zealand's civil infrastructure construction industry. Its members work for the public and private sectors. Membership is open to any contractor engaged in civil engineering construction and general contracting, including those servicing the rural economy. Associate membership is available to all businesses who service and supply products to the construction/contracting industry. Founded in 1944 as the New Zealand Contractors Federation, CCNZ has a strong track record supporting the country's civil construction industry.</p>                                    | NZ      |
| Financial Services    | <p><b><u>Commonwealth Bank</u></b></p> <p>Commonwealth Bank is one of Australia's largest banks. It is a leading provider of financial services including retail, premium, business, and institutional banking, funds management, superannuation, insurance, and investment. CBA has operations across Australia, New Zealand, Asia, the United States and the United Kingdom. Commonwealth Bank's presence in NZ is ASB.</p>  | AUS     |
| Investor              | <p><b><u>Copenhagen Infrastructure Partners</u></b></p> <p>Founded in 2012, Copenhagen Infrastructure Partners (CIP) is the world's largest dedicated fund manager within greenfield renewable energy investments. They manage 12 funds and have raised approximately €30 billion (NZ\$55 billion) for investments in energy and associated infrastructure from more than 180 international institutional investors, with a focus on offshore and onshore wind, solar PV, biomass and energy-from-waste, transmission and distribution, reserve capacity and storage and Power-to-X. Currently, CIP and the NZ Super Fund are working together to explore the development of offshore wind energy in NZ.</p> | Denmark |
| Construction          | <p><b><u>CPB Contractors</u></b></p> <p>CPB Contractors is a leading major contractor, trusted to build critical and complex infrastructure across Australia and New Zealand for a more connected, sustainable future. With more than 70 years of experience delivering complex and transformative projects, CPB specialises in transport infrastructure, civil works, bridge structures, buildings, tunnelling and energy infrastructure. CPB Contractors is the NZ presence of CIMIC Group.</p>  | AUS     |
| Financial Services    | <p><b><u>Craigs Investment Partners</u></b></p> <p>Established in 1984, Craigs Investment Partners has grown into one of New Zealand's largest investment advisory firms. It provides market-leading services across private wealth, corporate, and institutional sectors, leveraging its strong international connections. Its partnership with Wilsons in Australia strengthens trans-Tasman investment opportunities, while its strategic alliance with J.P. Morgan Asset Management ensures global market insights.</p>  | NZ      |
| Professional Services | <p><b><u>Dentons</u></b></p> <p>Dentons is a leading full-service law firm in New Zealand and part of the world's largest global law firm. With access to legal expertise in more than 80 countries and more than 160 locations, it offers both global insights and local knowledge. Dentons helps organisations grow, protect, operate, and finance their businesses by providing innovative legal and strategic business solutions.</p> <p>Dentons Kensington Swan is based in Wellington and Auckland.</p>  | UK      |

|                                   |   |     |
|-----------------------------------|---|-----|
| Investor                          | <p><b><u>Dexus</u></b><br/>Dexus is a leading Australasian, fully integrated real asset group, actively managing a high-quality Australasian real estate and infrastructure portfolio valued at A\$54.5 billion (NZ\$59 billion), which delivers expertise across asset management, real estate and infrastructure investment and development. Its funds provide investors with access to a diversified global portfolio of listed and unlisted infrastructure assets across multiple asset types, sectors and locations. Their interest in NZ are health, education and transport.</p> | AUS |
| Construction                      | <p><b><u>Downer</u></b><br/>Downer Group is New Zealand's largest asset services provider, shaping infrastructure in New Zealand and Australia for more than a century by collaborating with asset owners to build, maintain and operate assets with a whole-of-life approach. Downer has a workforce of 31,000 across more than 300 sites in Australasia.<br/>Downer's presence in NZ includes multiple offices, bitumen and asphalt plants and laboratories.</p>  | AUS |
| Investor                          | <p><b><u>FirstCape</u></b><br/>FirstCape is a New Zealand wealth and asset management group working with clients to achieve their financial goals. With extensive expertise, experience, and networks, FirstCape offers a wide range of investment opportunities and services tailored to grow and protect wealth with NZ\$50 billion in managed funds.</p>   | NZ  |
| Construction                      | <p><b><u>Fletcher Building</u></b><br/>Fletcher Building has been a cornerstone of New Zealand's construction sector since 1909, employing more than 12,500 people across New Zealand, Australia, and the South Pacific. It manufactures and distributes building products, develops housing, and undertakes major commercial, infrastructure, and roading projects in New Zealand. Fletcher Building is dual listed on the NZX and ASX and operates through six divisions – Building Products, Distribution, Concrete, Residential and Development, Construction and Australia.</p>    | NZ  |
| Engineering Professional Services | <p><b><u>Frequency NZ Ltd</u></b><br/>Frequency is a specialist project management and advisory consultancy delivering critical infrastructure and built environments across New Zealand. An employee-owned business, it leverages its specialist knowledge to simplify complex challenges across multiple sectors including education, transport, health and ports.</p>  | NZ  |
| Professional Services             | <p><b><u>GHD</u></b><br/>GHD is a globally recognised consulting and services company with more than 11,000 employees in more than 160 offices across five continents. It operates in the global markets of water, energy and resources, environment, property and buildings, and transportation, providing advisory, digital, engineering, architecture, environmental, and construction solutions to public and private sector clients. There are several GHD offices across New Zealand.</p>   | AUS |

|                                   |   |             |
|-----------------------------------|---|-------------|
| Construction                      | <b><u>Ghella Ltd</u></b><br>Ghella is a leading global construction company specialising in tunnelling and major infrastructure projects. Founded in 1894 and headquartered in Italy, Ghella operates across Europe, the Americas, Oceania, and the Middle East. The company is renowned for its expertise in delivering complex underground works, including tunnels for transportation, water, and energy infrastructure. Ghella combines advanced engineering capabilities with sustainable construction practices, focusing on innovation and environmental responsibility.<br>Ghella Ltd has an office in Auckland.  | Italy       |
| Investor                          | <b><u>Global Infrastructure Partners</u></b><br>Global Infrastructure Partners (GIP) is a leading global infrastructure investor with US\$170 billion (NZ\$300 billion) in assets under management. The firm specialises in investing in, owning, and operating large-scale and complex assets across the energy, transport, digital infrastructure, and water and waste management sectors with a key focus on supporting global energy transition through decarbonisation initiatives. There are no NZ offices at present.  | USA         |
| Construction                      | <b><u>GS Engineering &amp; Construction</u></b><br>GS Engineering & Construction (GS E&C) is one of South Korea's largest infrastructure and construction firms, delivering infrastructure, power & energy, water, oil, gas & processing, and architecture & leisure around the globe. Recognised for sustainability, GS E&C has been listed in the Dow Jones Sustainability Index for 12 consecutive years. It ranks 22nd among the world's top 250 construction companies, according to Engineering News Record (ENR). There are no NZ offices at present.  | South Korea |
| Construction                      | <b><u>HEB Construction</u></b><br>Founded in 1975 as a family-owned business, HEB Construction has grown into one of New Zealand's major infrastructure firms. Initially renowned for civil infrastructure expertise, the company has expanded its capabilities with the acquisition of SmithBridge, enabling it to deliver large-scale, complex projects nationwide. HEB Construction is tied with VINCI NZ.   | NZ          |
| Engineering Professional Services | <b><u>Height Project Management</u></b><br>Height Project Management was founded in 2013 to address challenges in infrastructure, procurement, and project delivery. Drawing on expertise in construction, engineering, and business management, the firm provides independent services to help government agencies, businesses, and indigenous enterprises achieve growth and impact, integrating sustainability, equity, and Māori knowledge into its work.   | NZ          |
| Construction                      | <b><u>Hyundai Engineering &amp; Construction</u></b><br>Hyundai Engineering & Construction was the first Korean construction company to surpass US\$100 billion (NZ\$175 billion) in overseas projects and has been named an industry leader nine times by the Dow Jones Sustainability Indices. With 77 years of expertise, Hyundai E&C is focussed on new energy businesses, smart city infrastructure, and automation in construction, delivering advanced engineering and infrastructure solutions. 19/02/2025 - Hyundai E&C together with Korea Overseas Infrastructure & Urban Development Corp signed a memorandum of understanding with Kainga Ora with a proposal for eco-friendly and smart technology solutions while assessing financial and technical support options. | South Korea |

|                       |   |             |
|-----------------------|---|-------------|
| Investor              | <b><u>Igneo Infrastructure Partners</u></b><br>Igneo Infrastructure Partners is a global infrastructure manager and the direct infrastructure team of the First Sentier Investors Group. With a long-term investment horizon, Igneo takes a proactive hands-on approach to drive the adoption of innovation and responsible investment-led ways of working. With more than 200 clients, they manage US\$19.2 billion (NZ\$34 billion) in assets. Their areas of interest by sector include justice, corrections, health, education and transport.   | UK          |
| Financial Services    | <b><u>Industrial and Commercial Bank of China (ICBC) New Zealand</u></b><br>Industrial and Commercial Bank of China (ICBC) New Zealand is a subsidiary of ICBC, one of the world's largest listed banks by market capitalisation, and the first Chinese bank approved by the Reserve Bank of New Zealand, gaining its operating permit in 2013. It offers a range of financial products and services, including account management, remittance, international settlement, trade finance and mortgage loans, and serves as a financial bridge between New Zealand and China, supporting bilateral trade and infrastructure projects.   | NZ          |
| Investor              | <b><u>InfraRed Capital Partners Ltd</u></b><br>InfraRed Capital Partners is a global infrastructure asset manager overseeing US\$13 billion (NZ\$23 billion) of equity capital for investors in listed and private funds across core and value-add strategies. It is part of SLC Management, the institutional and asset management business of Sun Life. Over the past 25 years, InfraRed has developed and managed essential infrastructure assets that support communities worldwide, operating from offices in London, Madrid, New York, Sydney, and Seoul. Their areas of interest by sector include justice, corrections, health, education and transport infrastructure. | AUS         |
| Professional Services | <b><u>Infrastructure NZ</u></b><br>Infrastructure New Zealand is the nation's leading infrastructure member association. Their core purpose is to advance best practice development of world-class transport, energy, water, telecommunications, and social infrastructure for all New Zealanders. This is done through research, advocacy, and public and private sector collaboration. Its members are leaders from diverse sectors across New Zealand.   | NZ          |
| Financial Services    | <b><u>ING Bank Australia</u></b><br>ING Australia is part of the global ING Group, a leading multinational bank headquartered in the Netherlands. It covers the full spectrum of infrastructure activity, from Greenfield project financing to acquisitions, refinancings, whole business securitisation, restructuring, and advisory work, in projects across transportation, energy, communications and social infrastructure. There are no offices in NZ at present.   | Netherlands |
| Investor              | <b><u>Invesis</u></b><br>Invesis is a global leader in sustainable infrastructure development and investment. With expertise spanning transportation, energy, and digital infrastructure, Invesis takes a full-lifecycle approach, from financing and design through to construction and handback. In January 2025, PGGM, a leading pension fund manager in the Netherlands and a global infrastructure investor, bought the 50% share held by the Royal BAM Group to become sole owner of Invesis. Invesis areas of interest by sector include justice, corrections, health, education and transport infrastructure.   | Netherlands |

|                                   |  |             |
|-----------------------------------|--|-------------|
| Engineering Professional Services | <b><u>Jacobs New Zealand</u></b><br>Jacobs is a global professional services firm, focused on tackling the world's most complex challenges, with approximately \$12 billion (NZ\$21 billion) in annual revenue. Comprising a team of almost 45,000, it provides advisory, consulting, feasibility, planning, design, program and lifecycle management services across a diverse range of sectors including advanced manufacturing, cities and places, energy, environmental, life sciences, transportation and water. Their offices are based in Auckland, Wellington and Christchurch.                  | USA         |
| Financial Services                | <b><u>Jarden Group</u></b><br>Jarden is a leading trans-Tasman independent advisory and investment group. Its New Zealand roots date back to 1961, while its footprint expanded to Australia in 2020.  | NZ          |
| Investor                          | <b><u>Kahungunu Asset Holding Company</u></b><br>Kahungunu Asset Holding Company (KAHC) is the commercial arm of Ngāti Kahungunu Iwi Incorporated, dedicated to growing and maximising the assets for the benefit of Ngāti Kahungunu and its long-term sustainability and growth.  | NZ          |
| Investor                          | <b><u>Keppel Ltd</u></b><br>Keppel Ltd, founded in 1968, is a global asset manager and operator headquartered in Singapore. Operating across more than 20 countries, Keppel provides innovative solutions to address some of the world's most pressing needs across energy transition, rapid urbanisation and increasing digitalisation. Keppel Corporation's funds under management was US\$85 billion (NZ\$150 billion) in June 2024. There are currently no offices in NZ.  | Singapore   |
| Sovereign Wealth Fund             | <b><u>Khazanah Nasional Berhad</u></b><br>Khazanah Nasional Berhad is Malaysia's sovereign wealth fund, operational since 1994. The fund invests across the Malaysian economy, spanning listed companies, emerging sectors, and international markets, asset classes, and geographies. Beyond generating long-term risk-adjusted returns, Khazanah plays a strategic role in advancing Malaysia's economic development by fostering emerging sectors, enhancing national competitiveness, and contributing to community growth and sustainability. Their sectors of interest includes energy and health. | Malaysia    |
| Financial Services                | <b><u>Korea Development Bank</u></b><br>Since its establishment in 1954, Korea Development Bank (KDB) has been a cornerstone of Korea's economic and financial development, evolving from its traditional role as Korea's leading policy finance institution into a key player in fostering innovation and contributing to advancing the fourth industrial revolution. There are no offices in NZ at present.  | South Korea |
| Sovereign Wealth Fund             | <b><u>Korea Investment Corporation</u></b><br>Korea Investment Corporation (KIC) is South Korea's sovereign wealth fund, established in 2005 to manage public funds entrusted by the government and the Bank of Korea. As of December 31, 2023, KIC has US\$189.4 billion (NZ\$331 billion) in assets under management. KIC invests in various asset classes, including public equities, private equity, real estate, infrastructure and hedge funds. Their areas of interest by sector include justice, health, education and transport infrastructure.   | South Korea |



|                       |  |          |
|-----------------------|--|----------|
| Professional Services | <p><b>KPMG</b></p> <p>KPMG is a global organisation of independent professional services firms providing audit, tax and advisory services. KPMG operates in 143 countries with more than 265,000 partners and employees working in member firms around the world.</p>  | NZ       |
| Financial Services    | <p><b>Macquarie Group</b></p> <p>ASX-listed Macquarie Group is an Australian multinational investment banking and financial services company operating in 34 markets with A\$403 billion (NZ\$438 billion) in assets. It has maintained 55 years of uninterrupted profitability serving government, institutional, corporate, and retail clients globally and is a leader in the renewables, infrastructure, resources, commodities, and energy sectors. Macquarie Group Limited is located in Auckland with Macquarie Asset Management (NZ) Limited located in Wellington. Their sector of interest in NZ is in transport.</p>                              | AUS      |
| Financial Services    | <p><b>Mafic Partners</b></p> <p>Mafic Partners is a New Zealand infrastructure and energy advisory firm, specialising in providing innovative commercial and financing solutions for large-scale infrastructure and energy projects.</p>   | NZ       |
| Construction          | <p><b>Malaysian Resources Corporation Berhad (MRCB)</b></p> <p>Malaysian Resources Corporation Berhad (MRCB) is an urban property and construction company, listed on the Main Board of Bursa Malaysia since 1971. The Group's activities span property development &amp; investment, engineering, construction &amp; environment and facilities management and parking, with expertise in highways, rail infrastructure, high voltage power transmission projects and the rehabilitation of rivers and coastal areas. Their presence in NZ is MRCB New Zealand Holdings and its operations include MRCB Aotea Central Ltd and MRCB Bledisloe House Ltd.</p> | Malaysia |
| Construction          | <p><b>McConnell Dowell</b></p> <p>McConnell Dowell has delivered complex infrastructure projects for more than 60 years. It specialises in engineering-led solutions across civil, marine, mechanical, pipelines, rail, tunnels, and underground construction. Owned by Aveng Limited, a Johannesburg-listed infrastructure and mining company, McConnell Dowell operates with more than 3,000 employees across Australia, New Zealand, and Asia, combining local expertise with international experience. Their NZ offices are in Auckland, Wellington and Christchurch.</p>  | NZ       |
| Professional Services | <p><b>Mercer NZ</b></p> <p>Mercer works with professional investors of all sizes around the world, to help them understand and manage investment risks, identify and capture investment opportunities and implement tailored strategies that are positioned to help meet their overall objectives.</p>   | NZ       |
| Investor              | <p><b>Milford Asset Management Ltd</b></p> <p>Having grown to be one of New Zealand's most successful and awarded fund managers with more than A\$22 billion (NZ\$24 billion) under management, Milford is now available to support Australian investors and advisers in achieving outstanding investment outcomes.</p>  | AUS      |



|                       |  |       |
|-----------------------|--|-------|
| Professional Services | <p><b><u>MinterEllisonRuddWatts</u></b></p> <p>MinterEllisonRuddWatts is a full-service legal and business advisory firm and one of the country's largest independent partnerships, with 47 partners and nearly 200 legal staff. It advises clients across sectors including banking, government, infrastructure, health, and technology on practice areas including commercial law, finance, taxation, employment, and dispute resolution. As part of the MinterEllison Legal Group, one of the largest networks in the Asia-Pacific, the firm provides seamless access to global legal teams.</p>                                      | NZ    |
| Financial Services    | <p><b><u>Mitsubishi UFJ Financial Group</u></b></p> <p>Mitsubishi UFJ Financial Group (MUFG) is among the world's leading financial organisations, headquartered in Tokyo, with a history spanning more than 360 years. Operating in more than 40 markets with more than 120,000 employees, MUFG provides comprehensive financial services, including commercial banking, securities, and asset management with total assets of approximately US\$3.1 trillion (NZ\$5 trillion). It is a member of Infrastructure NZ with an office in Auckland.</p>   | Japan |
| Financial Services    | <p><b><u>Mitsubishi UFJ Trust &amp; Banking Co.</u></b></p> <p>Mitsubishi UFJ Trust and Banking Corporation (MUTB) is a core subsidiary of Mitsubishi UFJ Financial Group (MUFG), one of the largest financial groups in the world. Established in 1927 and headquartered in Tokyo, MUTB specialises in trust banking and provides a wide range of financial services globally. The bank is one of the major institutional investors in global markets. In NZ it shares its office in Auckland with the Mitsubishi UFJ Financial Group.</p>  | Japan |
| Investor              | <p><b><u>Morrison</u></b></p> <p>Morrison is a leading global infrastructure manager, investing across the risk spectrum in both private and listed markets. Founded in New Zealand in 1988, Morrison has been at the forefront of infrastructure investment for more than three decades. By securing unique insights about the market through its long-standing private and listed experiences, Morrison aims to identify investment opportunities that will benefit from long-term trends linked to the evolving needs of societies and economies. Their interest in areas of investment include the health and transport sectors.</p> | NZ    |
| Investor              | <p><b><u>Nāti Growth Ltd</u></b></p> <p>Nāti Growth is the iwi investment entity for Ngāti Porou with a comprehensive approach to asset investment and growth to cultivate a legacy of prosperity, sustainability and community empowerment. Alongside broader asset investment, strategic investments and initiatives include the Native Nursery project and the extract and processing facility, Porou Miere, located in Te Araroa.</p>  | NZ    |
| Financial Services    | <p><b><u>National Australia Bank</u></b></p> <p>National Australia Bank Limited (NAB) is one of Australia's leading financial institutions, providing a wide range of banking and financial services including to government, business and institutions. NAB has a significant presence across Australasia, Asia, the US and the UK in Australia and New Zealand, with particular interest in housing, indigenous business, and climate action in Australia and New Zealand. NAB's presence in NZ is Bank of New Zealand (BNZ).</p>  | AUS   |

|                            |   |        |
|----------------------------|---|--------|
| Investor                   | <p><b><u>Ngāi Tahu Holdings Corporation</u></b></p> <p>Ngāi Tahu Holdings is an intergenerational New Zealand-focused investor. It is the investment company of the Ngāi Tahu Charitable Trust, of which Te Rūnanga o Ngāi Tahu is the sole Trustee. Ngāi Tahu Holdings' mission is to grow and protect the pūtea for the iwi while respecting and contributing to the mana of Ngāi Tahu in all that it does. To do this, Ngāi Tahu Holdings manages a diversified portfolio of investments across Ngāi Tahu Investments; Ngāi Tahu Farming; Ngāi Tahu Property; Ngāi Tahu Seafood and Ngāi Tahu Tourism. With customers in local and global markets, it supports iwi-focused outcomes such as social and cultural programmes and economic empowerment for Ngāi Tahu whānau, now and in the future. Their areas of interest by sector include justice, corrections, health, education and transport infrastructure.</p> | NZ     |
| Investor                   | <p><b><u>Ngāti Whātua Ōrākei Whai Rawa</u></b></p> <p>Ngāti Whātua Ōrākei Whai Rawa is the commercial investment arm of the Ngāti Whātua Ōrākei Trust, established following the WAI388 Treaty of Waitangi Settlement. With a primary focus on property investment and development, Whai Rawa drives economic growth to support the iwi's long-term prosperity.</p>   | NZ     |
| Pension/<br>Superannuation | <p><b><u>NZ Super Fund</u></b></p> <p>The NZ Super Fund invests money on behalf of the New Zealand Government to help meet the future cost of universal pension entitlements. By doing so, it enhances Crown wealth, strengthens the ability of future governments to fund superannuation, and reduces the financial burden on future generations. As a long-term, growth-oriented investor, the Fund holds more than NZ\$70 billion in assets. It is managed by an autonomous Crown entity, the Guardians of New Zealand Superannuation. Their sectors of interest are in transport, renewable energy and health.</p>  | NZ     |
| Construction               | <p><b><u>Obayashi Corporation</u></b></p> <p>Obayashi Corporation was founded in 1892 and has played a key role in delivering major projects across the globe, operating across both public and private sectors. These include office buildings, residential developments, tunnels, highways, rail systems, bridges, artificial islands, airports, and nuclear power plants, with expertise extending to urban planning, architecture, real estate development, and environmental services. Its NZ office is in Auckland. In July 2024, it acquired 50% shares of Eastland Generation (specialises in green energy). Eastland Generation also owns Te Ahi O Maui geothermal power plant, Waihi hydroelectric power plant and Te Ihi o te Ra solar power plant among others.</p>   | Japan  |
| Pension/<br>Superannuation | <p><b><u>OMERS Infrastructure</u></b></p> <p>OMERS Infrastructure manages global infrastructure investments on behalf of OMERS, a pension plan for Ontario's municipal employees and third-party investors. This includes approximately C\$36 billion (NZ\$43 billion), including capital invested on behalf of OMERS and third parties, in approximately 30 investments located in North America, Western Europe, India and Australia, and across sectors including health, energy and transport (includes airports and seaports). There are currently no offices in NZ.</p>   | Canada |
| Investor                   | <p><b><u>Pacific Partnerships</u></b></p> <p>Pacific Partnerships is a leading Australian infrastructure developer, established in 2014 as part of the CIMIC Group. Its capabilities include the full spectrum of infrastructure services – from feasibility, design, planning, investment and ownership; manufacturing and construction; operations, maintenance, upgrades and asset management; and rehabilitation and decommissioning. Their areas of investment are in transport, corrections, health and energy.</p>   | AUS    |

|                                   |  |        |
|-----------------------------------|--|--------|
| Investor                          | <p><b><u>Paenga Kupenga</u></b></p> <p>Paenga Kupenga is the commercial subsidiary of Te Ngāi Tūāhuriri, part of Ngāi Tahu's investment arm. Ngāi Tahu is the principal Māori iwi of the South Island with an investment portfolio spanning numerous sectors including property, residential housing development, seafood, farming and investments. Their sectors of interest are in health and transport.</p>   | NZ     |
| Investor                          | <p><b><u>Plenary Group Holdings Pty Ltd</u></b></p> <p>Plenary is an independent investor, developer and manager of public infrastructure, specialising in public-private partnerships and precinct development. Established in 2004, it manages a global portfolio of 87 projects worth over A\$73 billion (NZ\$79 billion), including iconic Australian projects Sydney Metro and the Victorian Comprehensive Cancer Centre. In 2016, Canadian institutional investor and long-term plenary partner CDPQ acquired a 20% stake in the company. Their areas of interest by sector include justice, corrections, health, education and transport infrastructure. There are no offices in NZ at present.</p> | AUS    |
| Sovereign Wealth Fund             | <p><b><u>Queensland Investment Corporation</u></b></p> <p>QIC is a sovereign investment and institutional manager specialising in infrastructure, real estate, private equity, private debt, natural capital and fixed-income and liquid market solutions for private institutional capital. With more than A\$100 billion (NZ\$109 billion) in assets under management, QIC has a presence across four continents, seven offices and assets across global markets. Their areas of interest by sector include health, education, energy and transport infrastructure.</p>  | AUS    |
| Engineering Professional Services | <p><b><u>Rider Levett Bucknall</u></b></p> <p>RLB is a global business specialising in construction, property, and management consultancy services. Operating in 34 countries with more than 4,500 professionals, it provides built environment advice and services including cost management, quantity surveying, project management and sustainability solutions. Iconic projects include Sydney Opera House, Queens Wharf Brisbane and Melbourne Park Precinct.</p>   | NZ     |
| Engineering Professional Services | <p><b><u>Rimkus New Zealand</u></b></p> <p>Rimkus is a global engineering and technical consultancy, with more than 110 offices globally, providing services to corporations, insurance companies, law firms, and government agencies. Its focus includes sustainability, construction, maintenance, dispute resolution, and operational solutions for the built environment. Its NZ office is in Auckland.</p>  | UK     |
| Financial Services                | <p><b><u>Royal Bank Canada</u></b></p> <p>RBC Capital Markets is a top 10 global investment bank with more than 20 years' experience in the Australian market and more than 150 years globally. As part of the Royal Bank of Canada, a leading diversified financial services provider. RBC Capital Markets offers local expertise backed by global scale, with 70 offices in 15 countries, and an Australian team of more than 150 investment banking experts supporting a local and global client base.</p>  | Canada |
| Professional Services             | <p><b><u>Russell McVeagh</u></b></p> <p>Russell McVeagh is one of New Zealand's leading law firms, specialising in complex and high-profile legal matters across corporate, commercial, public, and dispute resolution practices. With offices in Auckland and Wellington, the firm advises businesses, government entities, and multinational corporations on a broad range of legal issues including corporate and M&amp;A, banking and finance, real estate and construction, and tax.</p>  | NZ     |

|                                   |   |             |
|-----------------------------------|---|-------------|
| Construction                      | <p><b><u>Samsung C&amp;T</u></b><br/>         Samsung C&amp;T (Construction and Trading) is a global leader in engineering, construction, trading, investment, fashion, and resort development, and one of Korea's top five engineering and construction groups. Founded in 1938 as the first company to carry the Samsung name, Samsung C&amp;T delivers large-scale infrastructure projects worldwide. Its revenue for 2023 was KRW41.2 billion (NZ\$50 million). There are no offices in NZ at present.</p>  | South Korea |
| Developer/Operator                | <p><b><u>Serco Asia Pacific</u></b><br/>         Serco is a leading provider of innovative solutions to governments worldwide, with operations in the Asia-Pacific spanning defence, healthcare, justice and immigration, transport, and community services. Serco's expertise spans service design and advisory, resourcing, complex programme management, systems integration, case management, engineering, asset and facilities management. There is a NZ contact phone number but no office location for NZ according to their website.</p>  | UK          |
| Pension/Superannuation            | <p><b><u>Simplicity</u></b><br/>         Simplicity is a non-profit KiwiSaver and investment fund manager committed to long-term financial wellbeing, transparency, and social good. With a lean team and extensive volunteer support, Simplicity aims to give New Zealanders more control over their financial futures while fostering a culture of giving and responsible investment. Their areas of interest by sector include justice, corrections, health, education and transport infrastructure.</p>   | NZ          |
| Professional Services             | <p><b><u>Simpson Grierson</u></b><br/>         Simpson Grierson is one of New Zealand's leading full-service commercial law firms. The firm has more than 330 people, including 230 partners and legal staff, across Auckland, Wellington, and Christchurch. Simpson Grierson specialises in practice areas that include commercial, corporate (M&amp;A &amp; capital markets), banking &amp; finance, investment in New Zealand, infrastructure projects, resource management and technology.</p>  | NZ          |
| Financial Services                | <p><b><u>Societe Generale Corporate &amp; Investment Banking (Australia)</u></b><br/>         French bank Societe Generale is a leading European financial services group of more than 150 years' standing. It works on a diversified and integrated banking model and is committed to a strategy of sustainable growth. Operating in 66 countries with 117,000 employees, it offers tailored financial solutions for more than 25 million clients globally. Societe Generale has several offices in the Asia Pacific region, however there isn't one in NZ according to their website.</p> | France      |
| Engineering Professional Services | <p><b><u>Stantec New Zealand</u></b><br/>         Stantec is a global leader in sustainable engineering, architecture, and environmental consulting, assisting communities to manage aging infrastructure, demographic and population changes, the energy transition, and more. Stantec offers a wide range of services including engineering (civil, structural, mechanical, electrical), environmental sciences, project management, urban planning and design, and resources management. It has 14 offices across NZ.</p>  | USA         |
| Financial Services                | <p><b><u>Sumitomo Mitsui Banking Corporation (SMBC)</u></b><br/>         Sumitomo Mitsui Banking Corporation is a top-tier global financial group with a 400-year history, headquartered in Tokyo. It offers a diverse range of financial services and has more than 150 offices and 86,000 employees worldwide in nearly 40 countries. Sumitomo Mitsui Financial Group, Inc. (SMFG) is the holding company of SMBC Group, one of the three largest banking groups in Japan. SMBC does not have an office in NZ.</p>  | Japan       |

|                                   |  |    |
|-----------------------------------|--|----|
| Investor                          | <p><b><u>Tainui Group Holdings</u></b></p> <p>Tainui Group Holdings is the commercial arm of Waikato-Tainui, focused on growing and protecting iwi wealth. Profits from investments in whenua and other assets support cultural, social, educational, health and environment programmes of the iwi. Their investment sectors of interest include health, education and transport.</p>  | NZ |
| Investor                          | <p><b><u>Taranaki Mounga</u></b></p> <p>Mt Taranaki (Taranaki Mounga) is the revered volcanic peak at the heart of Taranaki region. It dominates the region, a symbol of belonging and strength for all who call Taranaki home. Focus is put into restoring the ecological vitality of Taranaki Mounga in partnership with iwi, agencies and community. The project will involve intensive pest and weed control over more than 34,000 hectares from mountains to sea.</p>   | NZ |
| Investor                          | <p><b><u>Tauhara Number 2 Trust</u></b></p> <p>Tauhara North No.2 Trust is an Ahu Whenua Trust formed under the Te Ture Whenua Māori Act 1993 with mana whenua over its traditional lands. Its investments span the Trust Group's six Pou with particular focus in geothermal, land and food, and tourism. Their sectors of interest broadly cover health, education renewable energy, housing and climate change.</p>   | NZ |
| Investor                          | <p><b><u>Te Aratura, Waikato</u></b></p> <p>Te Aratura is the executive committee of Te Whakakitenga o Waikato Inc, the tribal parliament of Waikato-Tainui. All 68 marae who were party to the raupatu claim are represented within Te Whakakitenga which meets quarterly to oversee and monitor the performance of its tribal entities. Te Aratura is responsible for managing the business and affairs of the iwi.</p>  | NZ |
| Investor                          | <p><b><u>Te Rūnanga o Ngāi Tahu</u></b></p> <p>Te Rūnanga o Ngāi Tahu governs iwi assets and reinvests in development projects that support its people. Te Rūnanga o Ngāi Tahu has made distributions and invested more than NZ\$254 million in iwi development, much of that direct to Papatipu Rūnanga and iwi members through Whai Rawa - a matched savings programme - as well as through education scholarships and grants.</p>   | NZ |
| Investor                          | <p><b><u>Te Rūnanga o Toa Rangatira</u></b></p> <p>Te Rūnanga o Toa Rangatira was established in 1990. It is the mandated iwi authority for Ngāti Toa Rangatira, and the administrative body of iwi estates and assets.</p> <p>Te Rūnanga o Toa Rangatira manages political and public interests on behalf of Ngāti Toa Rangatira including Tiriti claims and settlements, commercial and customary fisheries, health services (including primary mental health and residential care services), social services, central and local government relationships, and resource and environmental management. It is also responsible for commercial interests including property assets. Their areas of interest by sector include justice, corrections, health, education and transport infrastructure.</p> | NZ |
| Engineering Professional Services | <p><b><u>Tonkin + Taylor</u></b></p> <p>Tonkin + Taylor Group comprises employee-owned environmental and engineering consultancies and testing businesses operating across New Zealand and Australia. The Group includes Tonkin + Taylor in New Zealand and Australia, Geotechnics, and Chadwick Geotechnics, and provides specialist services for infrastructure development, engineering design and project delivery in often challenging and environmentally sensitive environments across five continents.</p>   | NZ |



|                    |  |        |
|--------------------|--|--------|
| Construction       | <p><b><u>Transurban</u></b></p> <p>Transurban is a leading global toll-road operator, specialising in designing, building, and managing urban motorways. Headquartered in Australia, it operates toll roads in Melbourne, Sydney, and Brisbane, as well as in Greater Washington in the United States, and Montreal, Canada. Transurban focuses on long-term infrastructure planning and invests in tolling and transport technology with a focus on improved user experience. In 2024, Transurban's gross distributions to security holders amounted to A\$1,916 million (NZ\$2084 million). Transurban has stated this year that it is considering working in NZ.</p>  | AUS    |
| Investor           | <p><b><u>Tū Mai Rā Trust &amp; Investments</u></b></p> <p>The Rangitāne Tū Mai Rā Trust is the post-settlement governance entity for Rangitāne o Wairarapa and Rangitāne o Tamaki nui-ā-Rua. Established in 2014, the Trust is responsible for the overall management of iwi Treaty Settlement assets. Their areas of interest by sector include justice, education and development opportunities for Māori land.</p>  | NZ     |
| Investor           | <p><b><u>Tupu Tonu Ngāpuhi Investment Fund</u></b></p> <p>Tupu Tonu is an investment fund committed to building Ngāpuhi prosperity by acting as kaitiaki (guardian) of pūtea (funds) and assets for future generations. Focused on acquiring and growing a high-performing commercial portfolio, Tupu Tonu supports Ngāpuhi's Treaty negotiations and distributes a share of profits back to hapū, whānau, and uri.</p>  | NZ     |
| Developer/Operator | <p><b><u>VINCI Highways</u></b></p> <p>VINCI is a global player in concessions, energy and construction, employing 280,000 people in more than 120 countries to design, finance, build and operate infrastructure and facilities. A French integrated concessions-construction company, VINCI designs, builds, finances and manages the facilities for transport systems, public and private buildings and urban development and water, energy and communication networks. In 2023, Vinci's revenue was €68.8 billion (NZ\$125 billion) with 308,000 worksites worldwide. VINCI's construction presence in NZ includes HEB Construction, Freyssinet, MARCH, Auckland City Rail Link, Geoguest Ltd and Soletanche Bachy International Ltd NZ. Their offices are located across the country.</p> | France |
| Construction       | <p><b><u>WeBuild</u></b></p> <p>WeBuild is a global player in large-scale infrastructure development spanning 120 years of engineering experience. Operating in 50 countries, it delivers innovative and sustainable solutions specialising in designing and constructing infrastructure. WeBuild has a strong presence in Australia, aligning its expertise with the nation's infrastructure needs through strategic partnerships. In the first half of 2024, WeBuild reached a total order backlog of €65 billion (NZ\$118 billion), with more than 90% relating to projects linked to sustainable development. The Auckland office is WeBuild NZ</p>  | Italy  |
| Financial Services | <p><b><u>Westpac NZ</u></b></p> <p>Westpac NZ provides banking services in New Zealand to 1.5 million customers. Their vision is taking action to create a better future for the people who bank, work, or invest in the bank or are part of broader communities. Westpac uses its financial expertise to generate positive economic, social and environmental outcomes for its customers and Aotearoa.</p>  | NZ     |

**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Subject:** Re: BAG: Next speech draft for PM  
**Date:** Saturday, 8 March 2025 3:34:23 am

---

Hi Ben

Looks good. I will be hitting a lot of the same themes so hopefully the bookends of the day will resonate with each other.

I don't need anything else at this stage. I'm polishing up my speech over the weekend and will send to you and Anne before I jump on the plane Monday.

See you next week - and glad I could help

Chris

On Mar 7, 2025, at 5:57 AM, Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)> wrote:

Hi Chris. I'm conscious time is ticking and you also have a continent and an ocean to cross before the Summit kicks off in just a few days. I've attached the current draft of the PM's speech for the Summit. You'll see it's v4 and the Pm is heavily engaged. So this is close to final. I'll try and get Willis and Bishops speeches too ... s 9(2)(g)(i)

. Thanks again for taking on this speech. I know how much effort you're putting in and I'm really grateful, as is the PM and others.

---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive  
Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64](#) s 9(2)(a)

E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64](#) s 9(2)(a)

E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

---

**From:** s9(2)(a) @parliament.govt.nz>

**Sent:** Friday, March 7, 2025 10:59:05 PM

**To:** Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>

**Subject:** Fw: BAG: Next speech draft for PM

Latest version of PM speech attached.

Get [Outlook for iOS](#)

---

**From:** s9(2)(a)

**Sent:** Friday, March 7, 2025 11:40:25 AM

**To:** s 9(2)(a) @parliament.govt.nz>

**Cc:** Cameron Burrows <Cameron.Burrows@parliament.govt.nz>

**Subject:** BAG: Next speech draft for PM

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

<summit speech draft v4.docx>



**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Subject:** Re: Investment Summit: Announcements  
**Date:** Tuesday, 4 March 2025 7:22:48 am

---

Very useful thanks

> On Mar 3, 2025, at 1:07 PM, Ben King [DPMC] <Ben.King@dpmc.govt.nz> wrote:

>

> The third and last message with presentation attached.

>

> From: Ben King [DPMC]

> Sent: Tuesday, 4 March 2025 6:58 am

> To: Chris Liddell s 9(2)(a)

> Subject: FW: Investment Summit: Announcements

>

> Good morning Chris

>

> For each, the plan is for presentation from the relevant Minister, followed by Q&A. Each sector has around 30 mins. I've noted below each of the ministers and attached the draft presentations to give you a sense for what they will be talking to. There is also a prospectus on each (NZTE/InvestNZ has prepared), which will be shared with delegates.

>

> Ben

>

>

> From: Chris Liddell s 9(2)(a)

> Sent: Monday, March 3, 2025 1:41:28 AM

> To: Ben King [DPMC] <Ben.King@dpmc.govt.nz<<mailto:Ben.King@dpmc.govt.nz>>>

> Subject: RE: Investment Summit: Announcements

>

>

> Ben

>

>

>

> What is planned around these areas ? is something being presented, or just the areas highlighted ?

>

>

>

> Growth sector showcases

>

> Renewable Energy – Watts

>

> Clean Technologies – Future Fuels – Watts

>

> Advanced Transportation – Collins (as Space minister)

>

> Resources - Jones

>

> Aquaculture - Jones

>

>

>

> Thanks

>

> Chris

>

>

**From:** Ben King [DPMC]  
**To:** Chris Liddell  
**Subject:** FW: Investment Summit: Announcements  
**Date:** Tuesday, 4 March 2025 7:05:00 am  
**Attachments:** 250225-InvestNZ\_Minerals & Resources PRESENTATION\_Final.pdf

The third and last message with presentation attached.

**From:** Ben King [DPMC]  
**Sent:** Tuesday, 4 March 2025 6:58 am  
**To:** Chris Liddell <s 9(2)(a)>  
**Subject:** FW: Investment Summit: Announcements

Good morning Chris

For each, the plan is for presentation from the relevant Minister, followed by Q&A. Each sector has around 30 mins. I've noted below each of the ministers and attached the draft presentations to give you a sense for what they will be talking to. There is also a prospectus on each (NZTE/InvestNZ has prepared), which will be shared with delegates.

Ben

**From:** Chris Liddell <s 9(2)(a)>  
**Sent:** Monday, March 3, 2025 1:41:28 AM  
**To:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Subject:** RE: Investment Summit: Announcements

Ben

What is planned around these areas ? is something being presented, or just the areas highlighted ?

|                         |  |
|-------------------------|--|
| Growth sector showcases | Renewable Energy – <a href="#">Watts</a><br>Clean Technologies – Future Fuels – <a href="#">Watts</a><br>Advanced Transportation – <a href="#">Collins</a> (as Space minister)<br>Resources - <a href="#">Jones</a><br>Aquaculture - <a href="#">Jones</a> |
|-------------------------|--|

Thanks  
Chris

**From:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Sent:** Saturday, March 1, 2025 1:35 AM  
**To:** Chris Liddell <s 9(2)(a)>  
**Subject:** Investment Summit: Announcements

[UNCLASSIFIED]

Hi Chris

s 6(a) Look forward to talking about it in person when you're back in NZ.

The following table summarises the key announcements / substance rolling out at the Summit. s 9(2)(g)(i)

s 9(2)(f)(iv) and s9(2)(g)(i) inserted hyperlinks to some of the other key announcements that have occurred already, in case those are useful to you (i.e. Going for Growth, Invest NZ etc).

Feel free to keep asking questions / more info. PM got back in to NZ today, so I'll get to work on scheduling a call for you both when his team are back in the office on Monday.

| Content category              | Content  |
|-------------------------------|--|
| Opening and keynote addresses | Prime Minister – New Zealand ambition <ul style="list-style-type: none"> <li>Changes to the Foreign Investment Fund Rules (Cabinet decision 3 March, announced at</li> </ul> |

|                                    |   |
|------------------------------------|---|
|                                    | <p><b>Summit)</b></p> <p>Minister of Finance – Economic Growth strategy</p> <ul style="list-style-type: none"> <li>• <a href="#">Going for Growth: Unlocking New Zealand's Potential</a> (Reannouncement of economic growth plan, that was announced on 13 February 2025)</li> </ul> <p>Minister for Infrastructure – Infrastructure priorities programme</p> <ul style="list-style-type: none"> <li>• National Infrastructure Plan</li> <li>• <a href="#">National Infrastructure Funding and Financing Limited</a></li> <li>• Funding and Financing Frameworks, <a href="#">including Market Led Proposals</a></li> <li>• Reannouncement of work programme and achievements to date</li> </ul> <p>Enabling Investment</p> <p>Minister for Regulation – Overseas Investment Act</p> <ul style="list-style-type: none"> <li>• Changes to the regulatory environment, establishment of the Ministry of Regulation</li> <li>• Changes to the Overseas Investment Act</li> </ul> <p>Minister of Immigration – Immigration Reforms</p> <ul style="list-style-type: none"> <li>• Changes to the immigration settings</li> <li>• Reannouncing changes to <a href="#">Accredited Employer Work Visa</a></li> </ul> <p>Minister for Trade and Investment – Overview of <a href="#">InvestNZ</a></p>   |
| Sector roundtables                 | <p>Investors</p> <p>Construction</p> <p>Finance</p> <p>Consulting</p> <ul style="list-style-type: none"> <li>• 45 minute discussions, personal interactions where Ministers and delegates build a rapport and delegates are able to ask Ministers further questions about the discussions on the first morning of the Summit. Note takers will be present at each table.</li> </ul>   |
| Infrastructure portfolio showcases | <p>Corrections</p> <ul style="list-style-type: none"> <li>• Corrections Network Configuration Plan, the 30 year plan highlighting investment opportunities across the network. (Agreed by Cabinet in 2024.)</li> <li>• Corrections investments pipeline, <a href="#">s 9(2)(f)(iv)</a></li> </ul> <p>Justice</p> <ul style="list-style-type: none"> <li>• Justice investment pipeline, the 30 year plan highlighting the current work programme and opportunities within the short, medium and long-term. Size and scale of projects and opportunities. (Agreed by Cabinet in 2024.)</li> </ul> <p>Education</p> <ul style="list-style-type: none"> <li>• School Property Portfolio</li> <li>• School property pipeline focused on current and future opportunities in the design, build and maintenance of our school properties. School property is the third largest area of infrastructure investment, besides transport and health.</li> </ul> <p>Transport</p> <ul style="list-style-type: none"> <li>• Land transport system</li> <li>• Transport pipeline focused on Roads of National and Regional Significance, <a href="#">s 9(2)(f)(iv)</a></li> <li>• Transport Funding reforms, <a href="#">including opportunities as a result of tolling reforms in tolling concessions</a></li> </ul> <p>Resources</p> <ul style="list-style-type: none"> <li>• Resources investment pipeline</li> </ul> <p>Health</p> <ul style="list-style-type: none"> <li>• Health system, including overview of current build and opportunities within next 12 and 24 months in health. This includes projects and programmes that are in investment and procurement stages.</li> <li>• Health Infrastructure Investment Plan <a href="#">s 9(2)(f)(iv)</a> indicating pipeline of opportunities that are in the planning and design stages.</li> </ul> |
| Māori economy                      | <p>Māori economy (external presenters from Ngai Tahu, Waikato-Tainui)</p> <ul style="list-style-type: none"> <li>• Partnering opportunities and investment pipeline (Post-Treaty Settlement stories)</li> </ul>   |
| Growth sector showcases            | <p>Renewable Energy</p> <p>Clean Technologies – Future Fuels</p>  |

|   |
|---|
| Advanced Transportation<br>Resources<br>Aquaculture |
|---|

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

Released under the Official Information Act 1982

**From:** Ben King [DPMC]  
**To:** Chris Liddell  
**Subject:** Re: Investment Summit: Announcements  
**Date:** Monday, 3 March 2025 7:29:35 am

---

Hi Chris, yes, this is all announced and in the public domain. It was an important pivot. Last year the govt's focus was heavily fiscal, trying to rein in unnecessary spending and reallocate/reprioritise expenditure in important areas (eg health, tax cuts, etc). s 9(2)(g)(i)

I'll come back to you in a couple of hours on the showcases. I think I know the answer but I'll triple check for the sake of certainty

---

**Ben King** (he/him)

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive

Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: +64 s 9(2)(a)

E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: +64 s 9(2)(a)

E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

---

**From:** Chris Liddell <s 9(2)(a)>

**Sent:** Monday, March 3, 2025 1:53:44 AM

**To:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>

**Subject:** RE: Investment Summit: Announcements

Ben

Just clarifying – is anything with a link already announced and in the public domain?

In particular, this document?

<https://www.goingforgrowth.govt.nz/goingforgrowth.pdf>

Thanks

Chris

Duplicate

**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Subject:** RE: Investment Summit: Announcements  
**Date:** Sunday, 2 March 2025 2:43:56 am

---

Btw, for my eyes only – appreciated

Duplicate

Released under the Official Information Act 1982

**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Subject:** RE: Investment Summit: Announcements  
**Date:** Sunday, 2 March 2025 2:43:25 am

---

Ahh – got it – reading emails in reverse order

Duplicate

Released under the Official Information Act 1982

**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Subject:** RE: Safe Travels  
**Date:** Sunday, 2 March 2025 2:42:28 am

---

Thanks

I don't recall seeing the table of announcements sorry – could you send again ?

---

**From:** Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>  
**Sent:** Saturday, March 1, 2025 5:04 AM  
**To:** Chris Liddell <s 9(2)(a)>  
**Subject:** RE: Safe Travels

You'll have received the table of announcements from me earlier. I'll also try and extract the draft of the PM's speech s 9(2)(g)(i)

Hopefully have that with you in the next couple of days.

---

**From:** Chris Liddell <s 9(2)(a)>  
**Sent:** Friday, 28 February 2025 9:13 am  
**To:** Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>  
**Subject:** Re: Safe Travels

Ben

When do you think I could get a summary of something like

- the 3-5 key messages that the PM and ministers will be making
- any announcements that will be made

I am drafting in the dark a bit at the moment. I'm comfortable doing that for a while, but the timeframe is pretty short and I'd appreciate some guidance relatively soon.

Thanks  
 Chris

On Feb 27, 2025, at 9:50 AM, Chris Liddell <s 9(2)(a)> wrote:

Got it – thanks – all good

s9(2)(ba), s9(2)(g)(i)

---

**From:** Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>  
**Sent:** Thursday, 27 February 2025 8:00 am



**To:** Chris Liddell <s 9(2)(a)>

**Subject:** Safe Travels

[UNCLASSIFIED]

Hi Chris

Safe travels. Sorry we didn't get you connected up with the PM in person, but I also know that you will understand the realities of his schedule more than most. I spoke to him 10pm Monday (before he got on the plane for Vietnam, and he's definitely committed to connecting with you in good time to help you develop remarks that will 'hit the spot' with the international investors.

PM's back in the country on Saturday – I'll wait for him to emerge and then work out a mutually suitable time for him to give you a call.

Best regards

Ben

---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive  
Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64 s 9\(2\)\(a\)](#)

E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64 s 9\(2\)\(a\)](#)

E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

**From:** [Chris Liddell](#)  
**To:** [Deborah Jones \[TSY\]](#)  
**Cc:** s 9(2)(a); [Ben King \[DPMC\]](#); [Jonathan Alver](#); [Leilani Frew \[TSY\]](#); s9(2)(a)  
**Subject:** RE: Travel to NZ for conference  
**Date:** Wednesday, 26 February 2025 7:06:30 pm  
**Attachments:** [image002.png](#)

---

Hi Deb

Yes, I am booked

Adding s 9(2)(a) who can send you the invoice

Thanks

Chris

---

**From:** Deborah Jones [TSY] <[Deborah.Jones@treasury.govt.nz](mailto:Deborah.Jones@treasury.govt.nz)>  
**Sent:** Wednesday, 26 February 2025 7:05 pm  
**To:** Chris Liddell <s 9(2)(a)>  
**Cc:** s9(2)(a); Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>; Jonathan Alver <[Jonathan.Alver@treasury.govt.nz](mailto:Jonathan.Alver@treasury.govt.nz)>; Leilani Frew [TSY] <[Leilani.Frew@treasury.govt.nz](mailto:Leilani.Frew@treasury.govt.nz)>  
**Subject:** RE: Travel to NZ for conference

Hi Chris

We look forward to welcoming you to the Infrastructure Investment Summit in Auckland in two weeks' time.

Further to Jonathan's email below, just making contact to confirm your flights are all booked and confirmed, and you don't need anything further from us to support your travel to New Zealand?

When you are ready, please send through to me your invoice with a copy of your flights and we can arrange prompt payment.

I look forward to hearing from you.

Kind regards  
Deb

---

**From:** Jonathan Alver <[Jonathan.Alver@treasury.govt.nz](mailto:Jonathan.Alver@treasury.govt.nz)>  
**Sent:** Wednesday, February 19, 2025 8:57 PM  
**To:** Chris Liddell <s 9(2)(a)>; Leilani Frew [TSY] <[Leilani.Frew@treasury.govt.nz](mailto:Leilani.Frew@treasury.govt.nz)>  
**Cc:** Deborah Jones [TSY] <[Deborah.Jones@treasury.govt.nz](mailto:Deborah.Jones@treasury.govt.nz)>; s9(2)(a); Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>; Tom Byrne [TSY] <[Tom.Byrne@cass.govt.nz](mailto:Tom.Byrne@cass.govt.nz)>; Glenn McStay [TSY] <[Glenn.Mcstay@cass.govt.nz](mailto:Glenn.Mcstay@cass.govt.nz)>  
**Subject:** RE: Travel to NZ for conference

Thanks Chris, much appreciated. We will all feel much more comfortable once your flight is confirmed.

Deb will be able to facilitate your reimbursement once finalised.

Ngā mihi,  
Jonathan



**Jonathan Alver** (he/him) | **Event Director, Infrastructure Investment Summit | Te Tai Ōhanga – The Treasury**

Mobile: +64 s 9(2)(a)

Email/IM: [Jonathan.Alver@treasury.govt.nz](mailto:Jonathan.Alver@treasury.govt.nz)

Visit us online at <https://treasury.govt.nz/> and follow us on [Twitter](#), [LinkedIn](#) and [Instagram](#)

CONFIDENTIALITY NOTICE

The information in this email, and any attachments to the email (the "Information"), is confidential to The Treasury and intended only for the addressee(s). It may also be legally privileged.

If you are not an intended recipient of the email, you should immediately notify the sender that you have received the email in error and delete it. Any use, dissemination or copying of this email by unintended recipients is strictly prohibited and may be unlawful.

---

**From:** Chris Liddell <s 9(2)(a)>  
**Sent:** Wednesday, 19 February 2025 8:51 pm  
**To:** Leilani Frew [TSY] <[Leilani.Frew@treasury.govt.nz](mailto:Leilani.Frew@treasury.govt.nz)>  
**Cc:** Jonathan Alver <[Jonathan.Alver@treasury.govt.nz](mailto:Jonathan.Alver@treasury.govt.nz)>; Deborah Jones [TSY] <[Deborah.Jones@treasury.govt.nz](mailto:Deborah.Jones@treasury.govt.nz)>; s9(2)(a) Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>; Tom Byrne [TSY] <[Tom.Byrne@cass.govt.nz](mailto:Tom.Byrne@cass.govt.nz)>; Glenn McStay [TSY] <[Glenn.Mcstay@cass.govt.nz](mailto:Glenn.Mcstay@cass.govt.nz)>  
**Subject:** Re: Travel to NZ for conference

Thanks for follow up everyone

Rather than causing issues , I'll just pay and you can reimburse in due course - takes pressure off and you can finalize whatever clearance you need to at your end

On Feb 19, 2025, at 8:41 PM, Leilani Frew [TSY]  
<[Leilani.Frew@treasury.govt.nz](mailto:Leilani.Frew@treasury.govt.nz)> wrote:

Hi Jonathan

I have escalated in TSY but won't find out until the morning. However, if Chris would prefer to not wait until tomorrow and is prepared to pay and send us receipt to reimburse it may be a faster option.

I appreciate not ideal!

Nga mihi nui

Leilani

---

**From:** Jonathan Alver <[Jonathan.Alver@treasury.govt.nz](mailto:Jonathan.Alver@treasury.govt.nz)>

**Sent:** Wednesday, February 19, 2025 20:37

**To:** Chris Liddell <s 9(2)(a)> Deborah Jones [TSY]

<[Deborah.Jones@treasury.govt.nz](mailto:Deborah.Jones@treasury.govt.nz)>; s9(2)(a)

Leilani Frew [TSY] <[Leilani.Frew@treasury.govt.nz](mailto:Leilani.Frew@treasury.govt.nz)>

**Cc:** Ben King [DPMC] <[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>

**Subject:** Re: Travel to NZ for conference

[UNCLASSIFIED]

Leilani/Deb

Please urgently advise. Chris is concerned about losing his booking. Are we able to facilitate immediately or are we asking for Chris to secure personally and then reimburse him.

---

**From:** Chris Liddell <s 9(2)(a)>

**Sent:** Wednesday, February 19, 2025 8:29:17 PM

**To:** s9(2)(a)

**Cc:** Jonathan Alver <[Jonathan.Alver@treasury.govt.nz](mailto:Jonathan.Alver@treasury.govt.nz)>; Ben King [DPMC]

<[Ben.King@dpmc.govt.nz](mailto:Ben.King@dpmc.govt.nz)>

**Subject:** Re: Travel to NZ for conference

Jonathan

Sorry to hound you but s 9(2)(a) tells me we haven't been able to book the flights yet.

I am concerned about missing a seat.

If there are issues at your end, can you let me know and I will pay myself - and the government can always reimburse me in due course

Thanks

Chris

On Feb 17, 2025, at 8:41 AM, Chris Liddell

<s 9(2)(a)> wrote:

s 9(2)(a)

When we lock in my flights, Jonathan ( copied here) will assist with payment

Thanks

Chris

---

**CONFIDENTIALITY NOTICE**

The information in this email is confidential to the Treasury, intended only for the addressee(s), and may also be legally privileged. If you are not an intended addressee:

- a. please immediately delete this email and notify the Treasury by return email or telephone (64 4 472 2733);
- b. any use, dissemination or copying of this email is strictly prohibited and may be unlawful.

**From:** Ben King [DPMC]  
**To:** Chris Liddell  
**Cc:** Jonathan Alver; ^Parliament: s9(2)(a)  
**Subject:** RE: replacement photo  
**Date:** Wednesday, 19 February 2025 4:54:00 am

---

Fabulous shot – and the local background is a great addition.

JA: Assume you'll have this in hand.

---

**From:** Chris Liddell <s 9(2)(a)>  
**Sent:** Tuesday, 18 February 2025 2:38 pm  
**To:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Cc:** Jonathan Alver <Jonathan.Alver@treasury.govt.nz>; ^Parliament: s9(2)(a)  
s9(2)(a) @parliament.govt.nz>  
**Subject:** replacement photo

Hi all

Could we use this photo rather than the one I sent the other day ?

1. s 9(2)(g)(i)
2. This one has some local background !

Thanks  
Chris

---

**From:** Chris Liddell  
**Sent:** Monday, 17 February 2025 6:36 pm  
**To:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Cc:** Jonathan Alver <Jonathan.Alver@treasury.govt.nz>; s9(2)(a)  
@parliament.govt.nz>  
**Subject:** RE: Follow up and e-introductions

Ben

Here is

1. a bio – I have given you a long version and a cut down one that runs to 80 words – feel free to use either and/or edit as you like
2. photo

btw, is the event/dinner business attire ?

Chris

---





Released under the Official Information Act 1982



**From:** [Ben King \[DPMC\]](#)  
**To:** [Chris Liddell](#)  
**Subject:** RE: Follow up and e-introductions  
**Date:** Monday, 17 February 2025 9:11:00 pm

---

Will confirm and revert.

---

**From:** Chris Liddell <s 9(2)(a)>  
**Sent:** Monday, February 17, 2025 8:55 PM  
**To:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Subject:** RE: Follow up and e-introductions

Great

Btw, who is invited to dinner ?

- Just conference attendees or plus some others ?
- Media ?

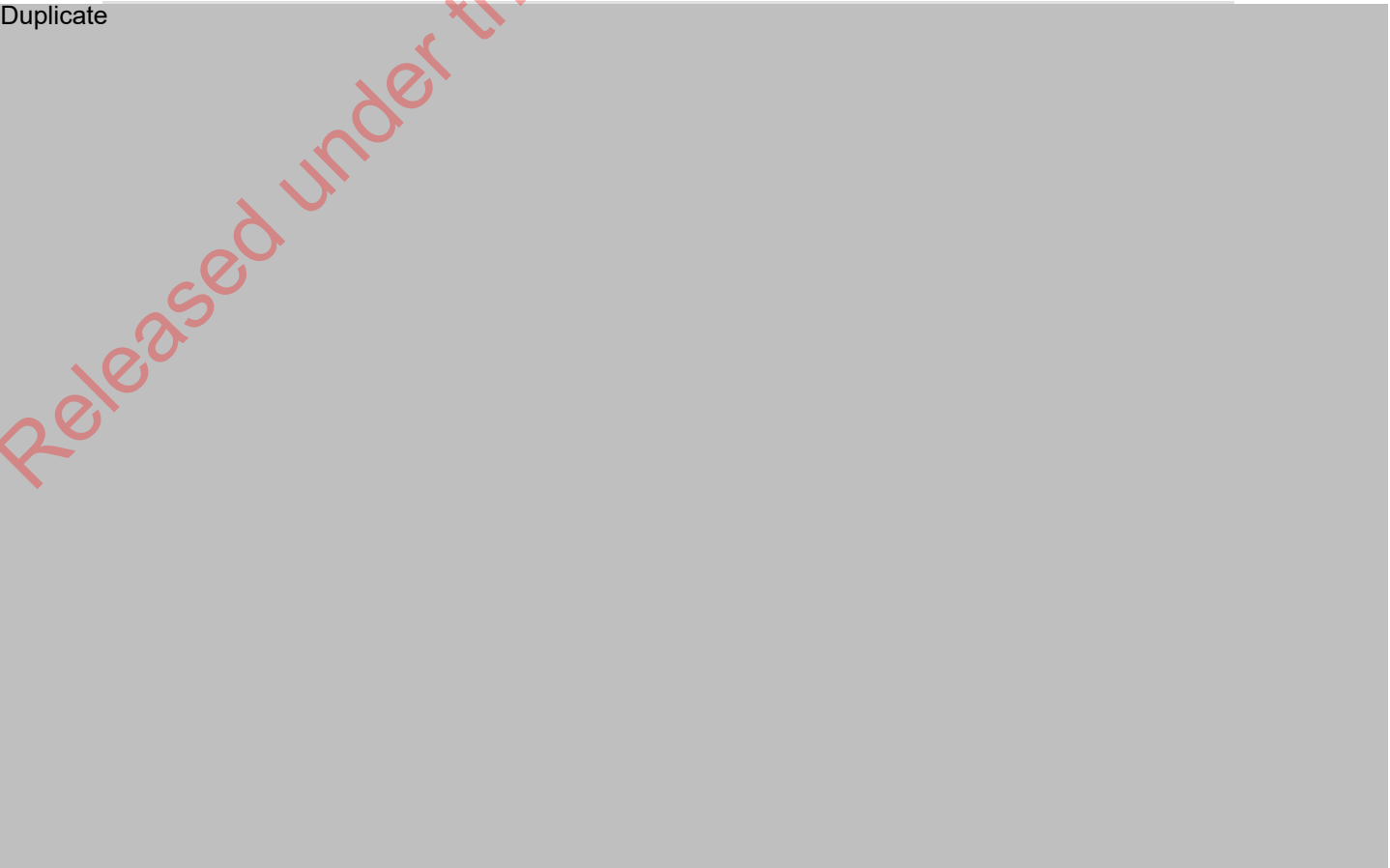
---

**From:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>  
**Sent:** Monday, 17 February 2025 7:28 pm  
**To:** Chris Liddell <s 9(2)(a)>  
**Subject:** RE: Follow up and e-introductions

Thanks for the fast turn-around Chris.

Looking good for a catch up with the PM on Sunday afternoon ... stand by for details in due course.

Duplicate





## Christopher P. Liddell CNZM

Christopher (Chris) Liddell is a distinguished leader with a career spanning the private sector, the public sector and philanthropy.

In the private sector, Chris brings over 30 years of corporate experience. He served as Chief Financial Officer at Microsoft Corporation and International Paper, overseeing their global finance operations. He was also Vice Chairman and Chief Financial Officer at General Motors, where he managed the company's historic \$23 billion initial public offering in 2010—at the time, the largest IPO ever.

In the public sector, he served as White House Deputy Chief of Staff during the first Trump administration. He has been involved in four presidential transition cycles including writing "Year Zero," a book on how to establish a significantly more effective White House.

In the philanthropic sector, he is founding Chairman of NEXT Foundation, New Zealand's largest environmental foundation and has served on several boards, including the New Zealand Rugby Union.

Chris holds a Bachelor of Engineering from Auckland University and a Master of Philosophy from the University of Oxford. He was awarded a CNZM in 2016 for services to business and philanthropy.

< 183 words>

Christopher (Chris) Liddell career spans the private sector, public sector and philanthropy.

In the private sector, Chris served as Chief Financial Officer at Microsoft, International Paper and General Motors. In the public sector, he served as White House Deputy Chief of Staff. In the philanthropic sector, he is founding Chairman of NEXT Foundation, New Zealand's largest environmental foundation

Chris holds a Bachelor of Engineering from Auckland University and a Master of Philosophy from the University of Oxford. He was awarded a CNZM in 2016 for services to business and philanthropy.

<90 words>

**From:** [Chris Liddell](#)  
**To:** [Ben King \[DPMC\]](#)  
**Cc:** [Jonathan Alver](#); [^Parliament](#) s9(2)(a)  
**Subject:** RE: Follow up and e-introductions  
**Date:** Monday, 17 February 2025 8:00:48 am

---

Thanks Ben – all sounds good

I will work on travel details and bio etc today

Who is best contact for the travel agent – I have him working on flights now

No problem about transfers and accommodation – I am happy to cover those myself

---

**From:** Ben King [DPMC] <Ben.King@dpmc.govt.nz>

**Sent:** Monday, 17 February 2025 6:25 am

**To:** Chris Liddell s 9(2)(a)

**Cc:** Jonathan Alver <Jonathan.Alver@treasury.govt.nz>; ^Parliament s9(2)(a)

s9(2)(a) @parliament.govt.nz>

**Subject:** Follow up and e-introductions

[UNCLASSIFIED]

Dear Chris

It was good to talk to you via telephone yesterday afternoon. This note confirms a few key details and makes a couple of important e-introductions.

- Thank you once again for **confirming your interest and availability to deliver the keynote address** at the Infrastructure Investment Summit. We are very grateful to you for making your valuable time available to support this important national initiative.
- Thanks also for confirming **you are available to attend the whole Summit** – I have registered that with the organisers.
- Confirming that we are trying **to find a time to get you together with the PM, in person**, to engage on Summit objectives and the government's approach to foreign investment/international connectivity more broadly. Provided we can make this happen in terms of the PM's schedule, we will come back to you with a date/time in due course.
- We have also registered your **request for more material about the key messages for the Summit**, including advance copies (if/when possible) of material to be used by the PM and key Ministers.
- Confirming also that **we will cover return airfares** (Business Premium) from the US to Auckland. We understand you're likely to fly out of NYK, so we can hopefully arrange to get you on the direct Air NZ flight. You're welcome to make bookings direct and send us the invoice; or you can let us know your preferred travel dates and we will make the bookings for you. We are also happy to meet transfer costs and fair and reasonable incidentals during your time in NZ for the conference on presentation of receipts.

- Turning to the more mundane, it would be great if you can please provide us with a **short bio** (up to 80 words), plus a **high resolution photo** so we can include this in the information that will be provided to conference participants.
- Finally, I have pleasure to **e-introduce you** to two gents on copy: s9(2)(a) is the head of the policy/economics shop in the PM's Office, and will be holding the pen on the PM's speech. He's your key Point of Contact on policy/substance ahead of the Summit. **Jonathan Alver** is one of the senior team overseeing delivery of the event, and will be your key Point of Contact on all things around the event, logistics, and so on.

And of course I'm happy to take a call or a message on any issue, anytime.

Thanks so much, once again, for your agreement to support the PM's summit. I look forward to seeing you in person at the event.

Best regards

Ben

---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive  
Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64 s 9\(2\)\(a\)](#)

E: [ben.king@dpmc.govt.nz](mailto:ben.king@dpmc.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64 s 9\(2\)\(a\)](#)

E: [gill.lockhart@dpmc.govt.nz](mailto:gill.lockhart@dpmc.govt.nz)

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

---

The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

**From:** [Ben King \[DPMC\]](#)  
**To:** s 9(2)(a)  
**Subject:** Info on Summit  
**Date:** Sunday, 16 February 2025 1:11:39 pm  
**Attachments:** [Summit content overview - 2025-02-15.pdf](#)  
[2025-02-15 - Gala dinner briefing.pdf](#)  
[Summit attendees 2025-02-15.pdf](#)

---

Dear Chris

Here's some info ahead of our call this evening at 1700 hrs.

I'll initiate the call.

Ben

---

**Ben King** ([he/him](#))

Secretary of the Department of the Prime Minister and Cabinet | Chief Executive  
Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua

M: [+64](#) s 9(2)(a)

E: [ben.king@dPMC.govt.nz](mailto:ben.king@dPMC.govt.nz)

Executive Assistant: Gill Lockhart

M: [+64](#) s 9(2)(a)

E: [gill.lockhart@dPMC.govt.nz](mailto:gill.lockhart@dPMC.govt.nz)

Released under the Official Information Act 1982

# NEW ZEALAND INFRASTRUCTURE INVESTMENT SUMMIT OVERVIEW

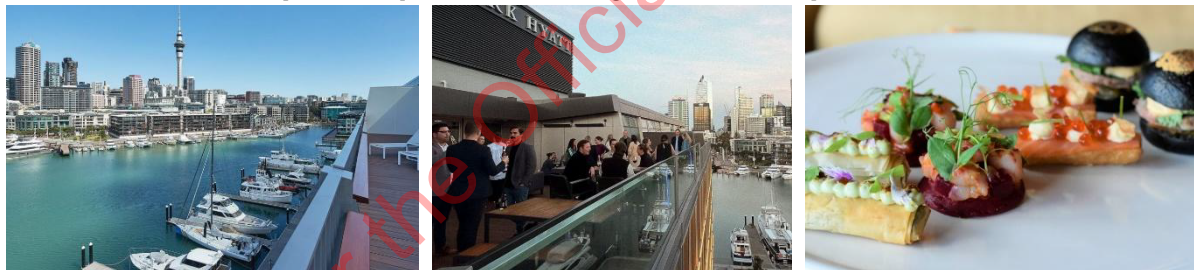
@15 February 2025

The New Zealand Infrastructure Investment Summit is being designed to showcase New Zealand's robust pipeline of infrastructure projects to international investors and allow them to engage directly with government and industry leaders committed to building partnerships for New Zealand's future.

The Summit will act as a platform to:


- Showcase upcoming infrastructure investment opportunities in New Zealand and provide an overview of New Zealand's infrastructure vision to potential international partners.
- Lift capital investment, particularly overseas investment, and build international market confidence in New Zealand by showcasing credible infrastructure investment and other development opportunities.
- Demonstrate the wider investment opportunities in New Zealand, particularly with Māori business and identified growth sector prospects.
- Project a world-class image of our infrastructure vision, capabilities, and opportunities.

## Welcome Reception (Wednesday 12 March)



The Welcome Reception is the first official event of the New Zealand Infrastructure Investment Summit. It will begin with a formal welcome to Aotearoa New Zealand from Ngāti Whātua Ōrākei, the tangata whenua of Te Kahu Tōpuni o Tuperiri, central Tāmaki Makaurau.

The objective of the event is to set a positive tone, establish trust, and create a welcoming environment for attendees. This will include opportunities for delegates to interact with New Zealand Government Ministers, demonstrate the Government's commitment to open dialogue and partnership.

|               |   |
|---------------|---|
| <b>4.00pm</b> | <b>Welcome – Ngāti Whātua Ōrākei</b>  |
| <b>4.25pm</b> | <b>Welcome from the Prime Minister</b><br>Prime Minister Rt Hon Christopher Luxon  |
| <b>6.00pm</b> | Close   |

## Investment Summit (Thursday 13 – Friday 14 March)



The Summit is designed to present a compelling vision of the country's infrastructure opportunities and position New Zealand as an attractive, world-class investment destination. The programme blends inspiration, aspiration, opportunity, and a clear project pipeline to ensure an engaging delegate experience.

High-quality presentations of the infrastructure investment opportunity pipeline as well as discussions that provide insights into New Zealand's ambition and long-term infrastructure vision, will demonstrate New Zealand's readiness for global investment.

The presence of Ministers and representatives from key agencies will reinforce the Government's commitment to supporting international partnerships and the credibility of New Zealand as an investment partner. The Summit includes intimate roundtable sessions, where delegates can engage directly with relevant Ministers in small groups for introductions and meaningful discussions. Space will also be made available at the Summit for informal conversations between Ministers and delegates.

Also in attendance at the Summit will be representatives from New Zealand agencies, including Transport, Health, Defence, Education, Justice, Corrections, Immigration, Internal Affairs, the Treasury, MBIE, the Ministry of Foreign Affairs and Trade, New Zealand Trade and Enterprise, the New Zealand Infrastructure Commission, and National Infrastructure Funding and Financing Limited.









The venue (Park Hyatt, Auckland) will be set up to showcase New Zealand at its best, with efficient organisation and seamless logistics, creating a positive impression on attendees.

A Gala Dinner will be held on the evening of Day One at the Auckland Museum, bringing together key government and business leaders for an immersive showcase of New Zealand's investment potential, culture, and hospitality. It will feature a keynote address by Chris Liddell CNZM.





## Summit Day One (Park Hyatt Auckland)

|                          |   |   |
|--------------------------|---|---|
| <b>8.00am</b>            | Registration desk open  |   |
| <b>9.00am</b>            | <i>MC opening remarks and housekeeping</i>  |   |
| <b>9.10am</b>            | <b>Summit opening address from the Prime Minister</b><br>Prime Minister Rt Hon Christopher Luxon                              |    |
| <b>9.30am</b>            | <b>Going for Growth</b><br>Minister of Finance and Economic Growth Hon Nicola Willis  |    |
| <b>9.45am</b>            | <b>New Zealand's infrastructure ambition</b><br>Minister of Infrastructure Hon Chris Bishop                                   |    |
| <b>10.15am</b>           | <b>MORNING TEA</b>  |   |
| <b>10.45am</b>           | <b>Enabling investment – Regulatory environment reform</b><br>Minister for Regulation Hon David Seymour                       |   |
| <b>11.05am</b>           | <b>Enabling investment – Immigration reform</b><br>Minister of Immigration Hon Erica Stanford                                 |    |
| <b>11.20am</b>           | <b>Enabling investment panel</b><br>MC with Ministers Bishop, Seymour and Stanford  |    |
| <b>12 noon – 12.45pm</b> | <b>LUNCH</b>  | <b>Delegate round table with Ministers</b><br>Session one (by invitation)   |
| <b>12.55pm – 1.40pm</b>  |   | <b>Delegate round table with Ministers</b><br>Session two (by invitation)   |
| <b>1.50pm</b>            | <b>Investing with iwi</b><br>The Māori economy<br>Partnering and investment<br>Minister for Māori Development Hon Tama Potaka |    |
| <b>2.30pm</b>            | <b>Health infrastructure showcase</b><br>Minister of Health Hon Simeon Brown  |    |
| <b>2.55pm</b>            | <b>Education infrastructure showcase</b>  |    |








|        |  |   |
|--------|--|---|
|        | Minister of Education Hon Erica Stanford   |   |
| 3.15pm | <b>Health &amp; Education panel</b><br>MC with Ministers Brown and Stanford  |     |
| 3.25pm | <b>AFTERNOON TEA</b>   |   |
| 3.40pm | <b>Justice infrastructure showcase</b><br>Minister of Justice Hon Paul Goldsmith<br>Minister for Courts Hon Nicole McKee |     |
| 4.00pm | <b>Corrections infrastructure showcase</b><br>Minister of Corrections Hon Mark Mitchell                                  |    |
| 4.20pm | <b>Justice &amp; Corrections panel</b><br>MC with Ministers Goldsmith, McKee, Mitchell                                   |    |
| 4.30pm | <b>SUMMIT DAY ONE CLOSE</b>  |   |

#### Summit Day Two (Park Hyatt Auckland)

|         |   |   |
|---------|---|---|
| 9.00am  | MC opening remarks  |   |
| 9.05am  | <b>Address from the Deputy Prime Minister</b><br>Deputy Prime Minister Rt Hon Winston Peters                |  |
| 9.25am  | <b>Transport infrastructure showcase</b><br>Minister of Transport Hon Chris Bishop                          |  |
| 10.10am | MC facilitated Q&A with Minister Bishop   |   |
| 10.30am | <b>MORNING TEA</b>  |   |
| 11.00am | <b>City and Regional deals</b><br>Minister for Local Government Hon Simon Watts                             |  |
| 11.15am | MC facilitated Q&A with Minister Watts  |   |
| 11.25pm | <b>Invest New Zealand – New Zealand Growth Sectors</b><br>Minister for Trade and Investment Hon Todd McClay |  |



|                |   |   |
|----------------|---|---|
| <b>11.40am</b> | <b>Resources showcase</b><br>Minister for Resources Hon Shane Jones   |    |
| <b>12 noon</b> | MC facilitated Q&A with Minister Jones  |   |
| <b>12.15pm</b> | <b>LUNCH</b>  |   |
| <b>1.15pm</b>  | <b>Advanced Transportation</b><br>Minister for Space Hon Judith Collins<br>MC facilitated Q&A with Minister Collins<br><br><b>Aquaculture</b><br>Minister for Oceans and Fisheries Hon Shane Jones<br>MC facilitated Q&A with Minister Jones<br><br><b>Renewable Energy &amp; Clean Technology</b><br>Minister for Energy Hon Simon Watts<br>MC facilitated Q&A with Minister Watts | <br><br><br><br> |
| <b>3.15pm</b>  | <b>Summit closing address from the Prime Minister</b><br>Prime Minister Rt Hon Christopher Luxon  |    |
| <b>3.30pm</b>  | <b>SUMMIT CLOSE</b><br>Afternoon tea served   |   |

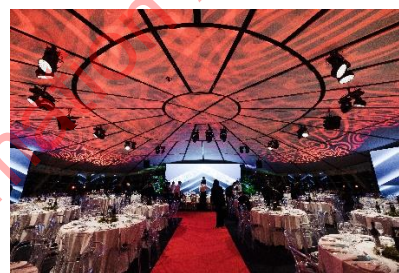


# NEW ZEALAND INFRASTRUCTURE INVESTMENT SUMMIT

PARK HYATT AUCKLAND, 13 – 14 MARCH 2025



## NEW ZEALAND INFRASTRUCTURE INVESTMENT SUMMIT - GALA DINNER Thursday 13 March 2025 (Auckland Museum)



### Event overview

The Gala Dinner, held on the evening of the first day of the New Zealand Infrastructure Summit, will celebrate New Zealand's potential and showcase its position as a premier destination for investment and collaboration. This exclusive, invitation-only evening will bring together the Prime Minister and key Ministers, with senior business and government leaders and influential figures from the global infrastructure and investment community.

Set at the iconic Auckland Museum, the evening will highlight New Zealand's economic potential and reinforce its commitment to international partnerships, innovation and sustainable growth. Guests will experience Māori cultural elements, digital showcases of New Zealand's natural beauty and industry innovation, and a curated menu featuring premium local cuisine and beverages.

### Keynote address – Chris Liddell CNZM

Thank you for agreeing to deliver the keynote at the New Zealand Infrastructure Investment Summit Gala Dinner. Your address will be a highlight of the evening, and will help set the tone for how international investors perceive New Zealand's economic trajectory, competitive advantages, and global relevance.

### Keynote address topic

- The topic will focus on your insights into the global landscape, and why New Zealand presents a compelling opportunity for foreign capital. This aligns with the broader themes of the Summit, which highlight New Zealand's ambition, economic resilience, and openness to international investment. However, we welcome your perspective and encourage you to shape the address in your own way.

### Timing and logistics

- The Gala Dinner begins at 6.00pm at the Auckland Museum, with networking and canapés. Formal proceedings commence at 7.00pm.
- Timing for the keynote is 20–25 minutes. If you would like to use visuals (slides, photographs or video), display screens are available and we can provide assistance if required.
- Following the keynote, there will be a 5-minute Q&A, moderated by the Gala Dinner MC, Nadine Higgins.

**Can you please provide a short biography (up to 80 words) and a high-resolution photo for use in event materials and for your introduction.**



# NEW ZEALAND INFRASTRUCTURE INVESTMENT SUMMIT

PARK HYATT AUCKLAND, 13 – 14 MARCH 2025

## NEW ZEALAND INFRASTRUCTURE INVESTMENT SUMMIT ATTENDEES

as at 15 February 2025

### CROWN REPRESENTATIVES

|                                      |                          |  |
|--------------------------------------|--------------------------|--|
| <b>Prime Minister</b>                | Rt Hon Christopher Luxon |  |
| <b>Deputy Prime Minister</b>         | Rt Hon Winston Peters    | Minister of Foreign Affairs                    |
| <b>Minister of the Crown</b>         | Hon Chris Bishop         | Minister of Infrastructure, Housing, Transport |
| <b>Minister of the Crown</b>         | Hon Nicola Willis        | Minister of Finance, Economic Growth           |
| <b>Minister of the Crown</b>         | Hon Simeon Brown         | Minister of Health                             |
| <b>Minister of the Crown</b>         | Hon Judith Collins KC    | Minister of Defence, Space                     |
| <b>Minister of the Crown</b>         | Hon Paul Goldsmith       | Minister of Justice                            |
| <b>Minister of the Crown</b>         | Hon Shane Jones          | Minister of Resources, Oceans & Fisheries      |
| <b>Minister of the Crown</b>         | Hon Todd McClay          | Minister of Trade and Investment               |
| <b>Minister of the Crown</b>         | Hon Mark Mitchell        | Minister of Corrections                        |
| <b>Minister of the Crown</b>         | Hon Chris Penk           | Associate Minister of Defence                  |
| <b>Minister of the Crown</b>         | Hon Tama Potaka          | Minister of Māori Development                  |
| <b>Minister of the Crown</b>         | Hon Dr Shane Reti        | Minister of Science, Innovation & Technology   |
| <b>Minister of the Crown</b>         | Hon David Seymour        | Minister of Regulation                         |
| <b>Minister of the Crown</b>         | Hon Erica Stanford       | Minister of Education, Immigration             |
| <b>Minister of the Crown</b>         | Hon Simon Watts          | Minister of Energy, Local Government           |
| <b>Parliamentary Under-Secretary</b> | Hon Simon Court          | Infrastructure - Parliamentary Under-Secretary |

### SUMMIT DELEGATES

|  |          |                              |
|--|----------|------------------------------|
| <b>abrdn (Aberdeen Investment)</b>             | s9(2)(a) | Managing Director, Australia |
| <b>abrdn Investments</b>                       |          | Partner                      |
| <b>Accident Compensation Corporation (ACC)</b> |          | Board Chair                  |
| <b>ACCIONA Australia &amp; New Zealand</b>     |          | CEO                          |
| <b>Amber Infrastructure Group Asia-Pacific</b> |          | Head of Asia Pacific         |

|  |          |   |
|--|----------|---|
| <b>ANZ Bank New Zealand Limited</b>                  | s9(2)(a) | Chief Executive Officer   |
| <b>ARUP Group Limited - New Zealand</b>              |          | Principal / NZ Country Leader   |
| <b>ASB Bank</b>                                      |          | Chief Executive Officer   |
| <b>Australian Retirement Trust</b>                   |          | CIO   |
| <b>AwareSuper</b>                                    |          | Chair   |
| <b>Bank of New Zealand</b>                           |          | Executive Corporate & Institutional Banking                                       |
| <b>BDO</b>   |          | CEO   |
| <b>Beca Group</b>                                    |          | Executive Chair   |
| <b>Bell Gully</b>                                    |          | Managing Partner  |
| <b>Brookfield Asset Management</b>                   |          | Group Executive   |
| <b>Brookfield Asset Management</b>                   |          | Managing Partner and Co-President, Infrastructure                                 |
| <b>Buddle Findlay</b>                                |          | National Chair  |
| <b>Caisse de dépôt et placement du Québec (CDPQ)</b> |          | Managing Director, Infrastructure – AUS & NZ<br>Managing Director, CDPQ Australia |
| <b>Caixa Bank CIB</b>                                |          | Chief Representative  |
| <b>Capella Capital</b>                               |          | Managing Director   |
| <b>China Construction Bank - NZ</b>                  |          | Head of Investment Banking & Specialised Finance                                  |
| <b>CIMIC</b>   |          | COO   |
| <b>Citi Bank</b>                                     |          | Managing Director, Australia and New Zealand                                      |
| <b>Commonwealth Bank</b>                             |          | Director  |
| <b>Copenhagen Infrastructure Partners</b>            |          | Partner Investments   |
| <b>CPB Contractors</b>                               |          | Deputy Chair  |
| <b>Craigs Investment Partners</b>                    |          | Executive Chair, Investment Banking Director                                      |
| <b>Dentons</b>                                       |          | Chair, Dentons New Zealand<br>Global Vice Chair, Dentons                          |
| <b>Dexus</b>   |          | Chair   |
| <b>Downer</b>  |          | CEO   |
| <b>Firstcape</b>                                     |          | Chair   |
| <b>Fletcher Building</b>                             |          | Chair   |
| <b>Frequency NZ Ltd</b>                              |          | Chair   |
| <b>GHD</b>   |          | Chair   |
| <b>Ghella Ltd</b>                                    |          | Managing Director, New Zealand  |
| <b>Global Infrastructure Partners</b>                |          | Partner   |
| <b>GS Engineering &amp; Construction</b>             |          | Senior VP, Head of Australia Projects   |
| <b>Harrison Grierson</b>                             |          | Chair   |

|   |          |   |
|---|----------|---|
| <b>HEB Construction</b>                               | s9(2)(a) | Chief Executive Officer                                   |
| <b>Height Project Management</b>                      |          | Chief Executive Officer                                   |
| <b>HRL Morrison &amp; Co</b>                          |          | Chair   |
| <b>HRL Morrison &amp; Co</b>                          |          | CEO   |
| <b>Hyundai Engineering &amp; Construction</b>         |          | Regional Director, ANZ Office                             |
| <b>Igneo Infrastructure Partners</b>                  |          | Managing Director, Head of Transactions AUS & NZ          |
| <b>Industrial and Commerical Bank of China (ICBC)</b> |          | CEO   |
| <b>InfraRed Capital Partners Ltd</b>                  |          | Managing Director   |
| <b>ING Bank Australia</b>                             |          | Director, Infrastructure Finance Asia Pacific             |
| <b>Invesis</b>  |          | Director, Head of Australia and New Zealand               |
| <b>Jacobs New Zealand</b>                             |          | Executive Director  |
| <b>Kahungunu Asset Holding Company</b>                |          | Chair   |
| <b>Keppel Corporation</b>                             |          | Chief Executive Officer                                   |
| <b>Keppel Corporation</b>                             |          | CEO, Funds Management / CIO                               |
| <b>Korea Development Bank</b>                         |          | Head of Project & Corporate Finance (AUS & NZ)            |
| <b>Korea Investment Corporation</b>                   |          | Director  |
| <b>Korean Investment Corporation</b>                  |          | Head of Infrastructure Group                              |
| <b>KPMG - NZ</b>                                      |          | Board Chair   |
| <b>Macquarie Bank</b>                                 |          | Chair   |
| <b>Mafic Partners Ltd</b>                             |          | Managing Partner  |
| <b>Malaysian Resources Corporation Berhad (MRCB)</b>  |          | Managing Director   |
| <b>Malaysian Resources Corporation Berhad (MRCB)</b>  |          | Chief Corporate Officer                                   |
| <b>McConnell Dowell</b>                               |          | Group CEO   |
| <b>MinterEllisonRuddWatts</b>                         |          | Chair & Partner   |
| <b>Mitsubishi UFJ Financial Group (MUFG)</b>          |          | Managing Director - New Zealand                           |
| <b>Mitsubishi UFJ Trust Bank</b>                      |          | Head of Infrastructure Equity                             |
| <b>Mitsubishi UFJ Trust Bank</b>                      |          | Fund Research & Development                               |
| <b>Nāti Growth Limited</b>                            |          | CEO   |
| <b>National Australia Bank</b>                        |          | Chair   |
| <b>Ngāi Tahu</b>                                      |          | Chair   |
| <b>Ngāti Toa Rangatira</b>                            |          | Managing Executive Officer, Co-Head of SMBC APAC Division |
| <b>Ngāti Whātua Ōrākei Whai Rawa</b>                  |          | CEO   |



|  |          |  |
|--|----------|--|
| <b>NZ Super Fund</b>                                       | s9(2)(a) | Chief Executive Officer  |
| <b>Obayashi Corporation</b>                                |          | CEO  |
| <b>OMERS Infrastructure</b>                                |          | Senior Managing Director Asia Pacific  |
| <b>OMERS Infrastructure</b>                                |          | Managing Director  |
| <b>Pacific Partnerships</b>                                |          | Managing Director  |
| <b>Paenga Kupenga</b>                                      |          | Chair  |
| <b>Plenary Group Holdings Pty Ltd</b>                      |          | Managing Director Origination  |
| <b>Queensland Investment Corporation</b>                   |          | Partner Global Infrastructure  |
| <b>Rider Levett Bucknall</b>                               |          | Chair  |
| <b>Rimkus New Zealand</b>                                  |          | Country Manager New Zealand  |
| <b>Royal Bank Canada (Australia)</b>                       |          | Managing Director Head of Power, Utilities & Infrastructure                              |
| <b>Russell McVeagh</b>                                     |          | Chair  |
| <b>Samsung C&amp;T</b>                                     |          | Country Director, Head of Branch/Australia Office  |
| <b>Serco Group Asia Pacific</b>                            |          | CEO, Asia Pacific  |
| <b>Simplicity</b>  |          | Co-Founder / Managing Director   |
| <b>Simpson Grierson</b>                                    |          | Chair  |
| <b>SMBC - Sumitoto Mitsui Banking Corporation</b>          |          | Executive General Manager, VIC, TAS & NZ   |
| <b>Societe Generale Corporate &amp; Investment Banking</b> |          | Chief Country Officer Australia  |
| <b>Stantec New Zealand</b>                                 |          | Country Leader NZ  |
| <b>Tainui Group Holdings</b>                               |          | Chair  |
| <b>Tauhara Number 2 Trust</b>                              |          | Chair  |
| <b>Tonkin + Taylor</b>                                     |          | Group Managing Director  |
| <b>Transurban</b>  |          | CEO  |
| <b>Tū Mai Rā Trust &amp; Investments</b>                   |          | Chair  |
| <b>Tupu Tonu Ngāpuhi Investment Fund</b>                   |          | Chair  |
| <b>VINCI</b>   |          | Director of Development  |
| <b>Webuild</b>   |          | Head of PPP & Concessions Australia<br>Board Member: Australian Constructors Association |

## GOVERNMENT DEPARTMENT & OTHER INVITEES

|                                      |                    |   |
|--------------------------------------|--------------------|---|
| <b>Antarctic NZ</b>                  | Dame Therese Walsh | Chair of Air NZ & ASB Bank<br>Director for Antarctic NZ |
| <b>Corrections</b>                   | Jeremy Lightfoot   | CE  |
| <b>Crown Infrastructure Delivery</b> | John O'Hagan       | CE  |
| <b>Defence</b>                       | Brook Barrington   | Secretary & CE  |

|  |                    |   |
|--|--------------------|---|
| <b>DPMC</b>                            | Ben King           | Secretary of the Department of Prime Minister and Cabinet |
| <b>Education</b>                       | Ellen MacGregor    | Acting Secretary  |
| <b>Health</b>                          | Diana Sarfati      | Director-General & CE                                     |
| <b>Housing &amp; Urban Development</b> | Brad Ward          | Acting CE   |
| <b>Infrastructure Commission</b>       | Geoff Cooper       | CE  |
| <b>Infrastructure NZ</b>               | Nick Leggett       | CE  |
| <b>Internal Affairs</b>                | Paul James         | Secretary   |
| <b>Invest NZ, NZTE</b>                 | Andrew McCowan     | Investment Director, Australia and Pacific                |
| <b>Justice</b>                         | Andrew Kibblewhite | Secretary   |
| <b>MBIE</b>                            | Carolyn Tremain    | CE  |
| <b>MFAT</b>                            | Vangelis Vitalis   | Deputy Secretary, Trade and Economic Group                |
| <b>MFAT</b>                            | Peter Kell         | Principal Advisor, Economic Division                      |
| <b>NIFFCO</b>                          | Graham Mitchell    | CE  |
| <b>NZTA</b>                            | Brett Gliddon      | Acting CE   |
| <b>NZTE</b>                            | Peter Chrisp       | CE  |
| <b>Regulation</b>                      | Grainne Moss       | Secretary & CE  |
| <b>Taranaki Mounga</b>                 | Jamie Tuuta        | Independent Chair   |
| <b>The Treasury</b>                    | Iain Rennie        | Secretary & CE  |
| <b>The Treasury</b>                    | Leilani Frew       | Deputy Secretary, Financial and Commercial                |
| <b>The Treasury</b>                    | Fiona Stokes       | Principal Advisor, The Treasury                           |
| <b>The Treasury</b>                    | Trevor Moeke       | Director Te Ao Māori Strategy and Performance             |
| <b>Transport</b>                       | Audrey Sonerson    | Secretary & CE  |
| <b>Waka Kotahi</b>                     | Simon Bridges      | Chairperson   |