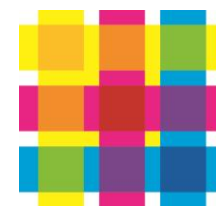


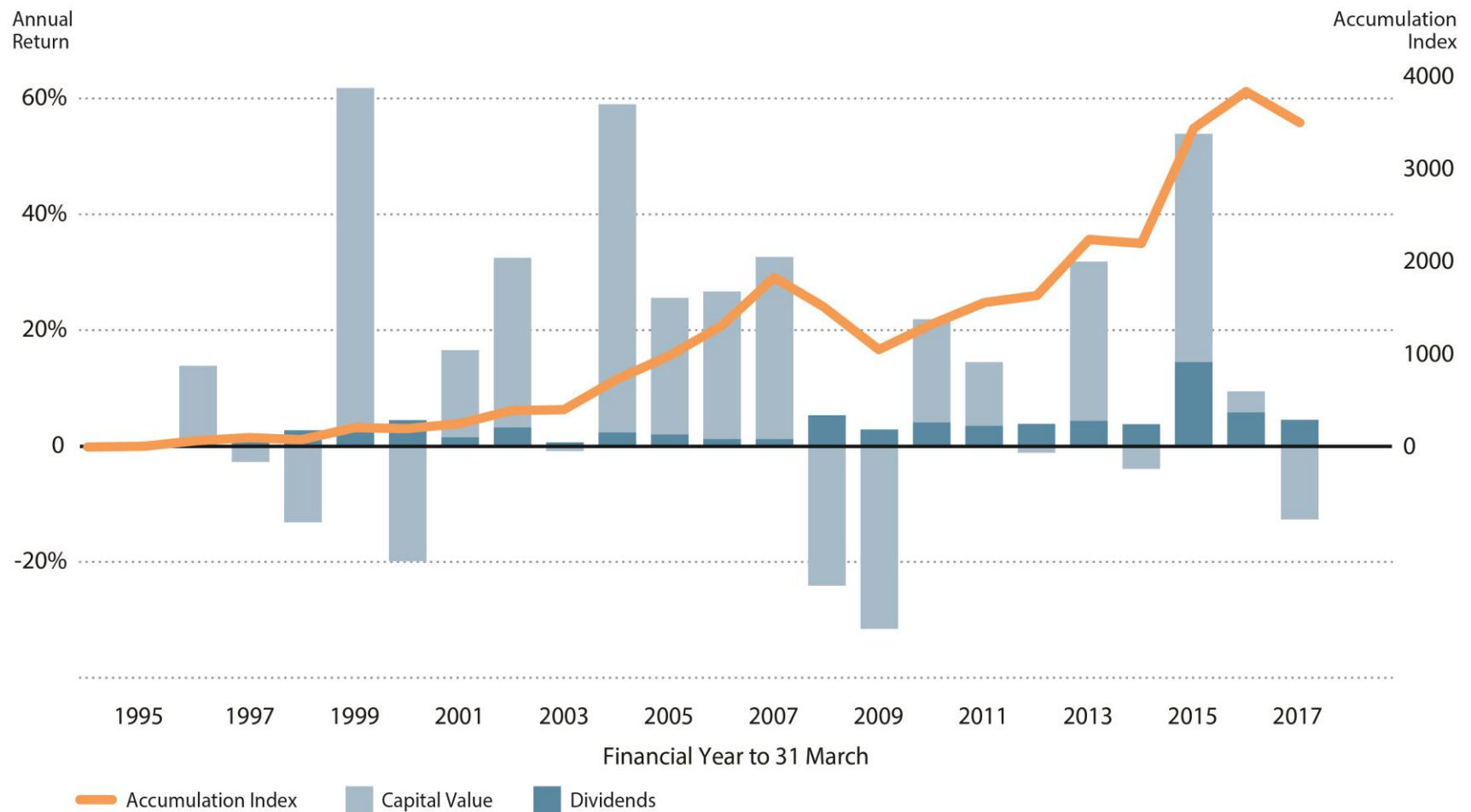


Infratil



18 August 2017

The Long Term Track Record



Track Record Comparison



	Infratil	Berkshire H'way	S&P500
1 year	(6.8%pa.)	23.4%pa.	12.0%pa.
5 year	15.5%pa.	16.3%pa.	14.7%pa.
23 year	16.8%pa.	12.5%pa.	9.2%pa.
Accumulation	NZ\$3,521	US\$1,509	US\$755

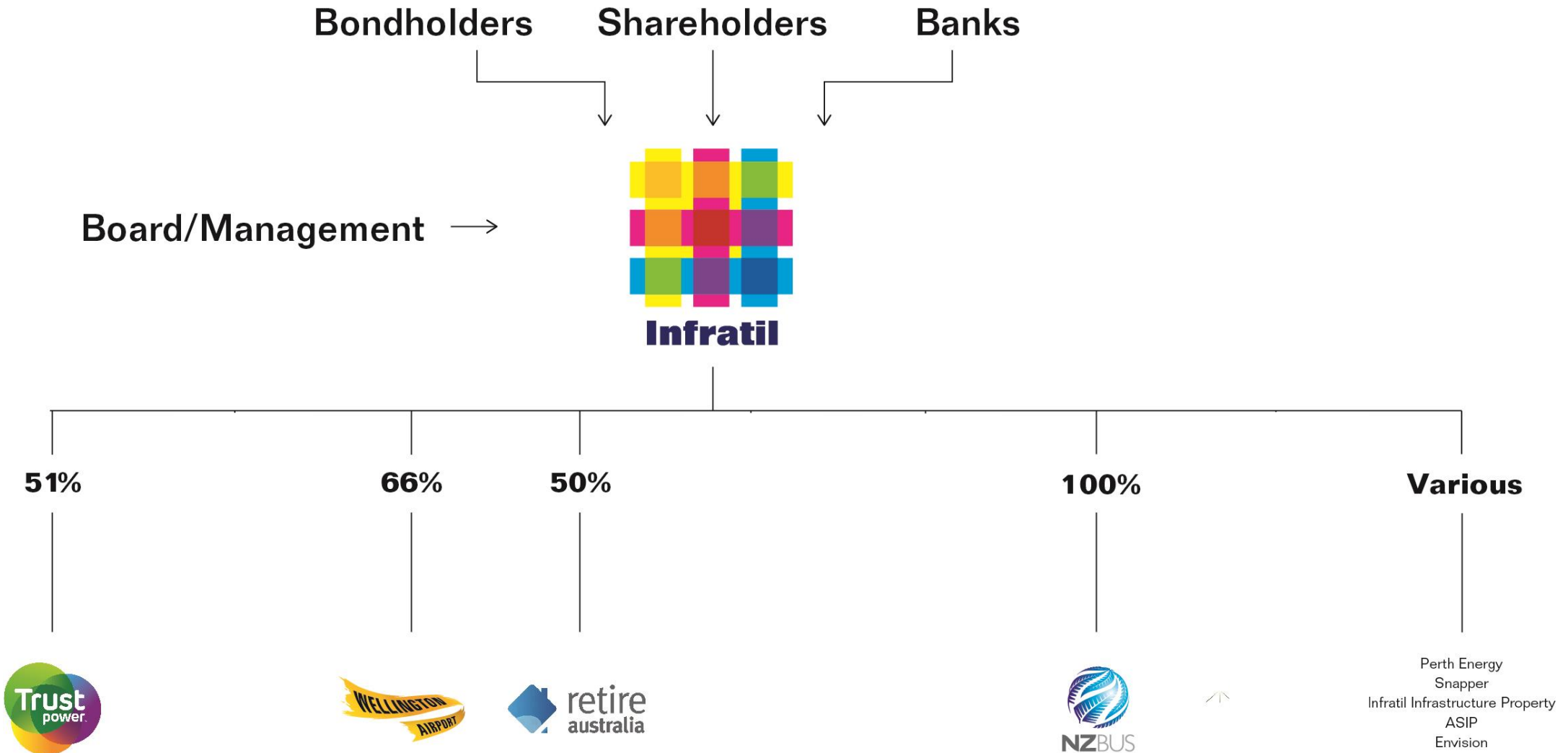
Berkshire & S&P are pre investor tax
The NZ\$ has also appreciated 33%

Unique & Diverse

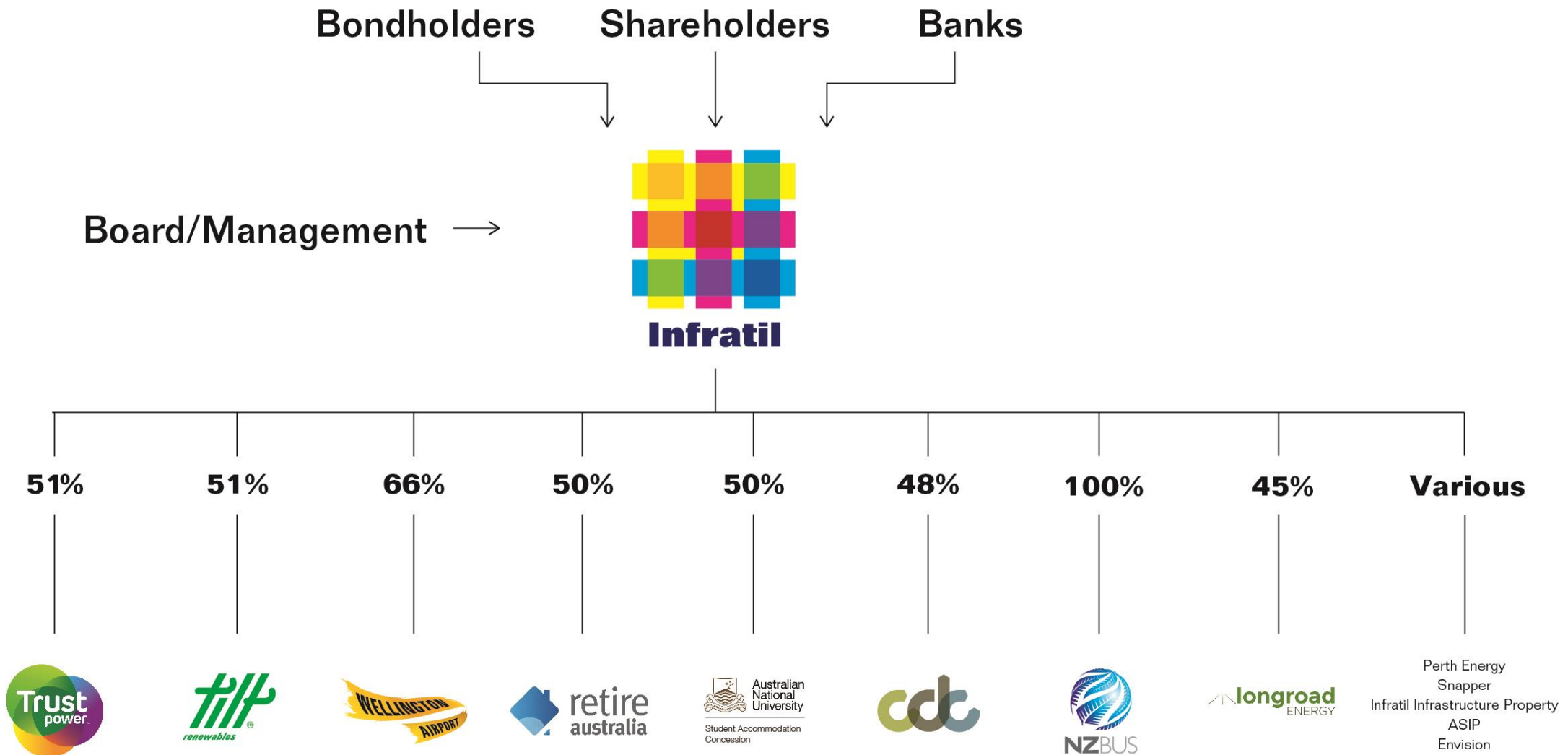


- Infratil is a unique company with a diverse range of subsidiaries & investments
- Wide reaching and distinct risks eg
 - Regulatory,
 - Technology,
 - Legislative,
 - Funding, and
 - Insurance
- Portfolio approach

Infratil Ownership Last Year @ March



Infratil Ownership Today



Infratil's Investment Approach



Value	Avoid competed acquisitions
Trends	Decarbonisation Aging Air travel Data Technology
Compounding	Organic growth

Challenge in managing risk?



- Yes!
- Each company has its own Board, management, individuals & risk management
- Different systems or using excel made reporting hard to do and very manual
- Spent a lot of time on inputting information to enable reporting not a lot of time considering risks, mitigations & how risk could be lowered

What system?



- Excel? Still has its place?
- Quantate (Risk Management System)
 - Most subsidiaries use this, we encourage it, but it is not mandated
 - Why we like it ?
Escalate or roll up from subsidiary registers

Group risks under high level categories eg Regulation risks, Legal risks – number and kind can be reported

Quantate



Quantate – collaborative, have made changes to reporting off our requests

System provides

- Consistency
- Clear legible reporting
- Comparability
- Roll up of risks and assessment of heightened risk areas

Challenges & Learnings



- Not to be seen as ‘big brother’ or ‘head office’
- Work together – eg Championing the Business Continuity Plan (‘BCP’) process at Infratil subsidiaries and implementing BCP at MCO while sharing learning experiences has enabled better BCP practices.
- Risk that isn’t in the list usually the one that will ‘surprise you’
- How you react is often more important

Indicators of Outperformance



- **Skill**
- **Patience**
- **Opportunity**

Canberra Data Centres



+Demand growth +Hard to replicate

Tilt Renewables



+ Demand for Renewable Generation + Expertise
- Market Complexities

Wellington Airport



Thank You



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