



Thinkproject Live in Auckland

Welcome!

7 October 2025





01

Welcome



Simone Gould

Regional Vice President
Sales & Managing Director
New Zealand & Australia
Thinkproject

Agenda



Wi-Fi Access

Network: PrecinctFlex - Members

Username: pipiri.events

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Stay connected throughout the event!



01



10:00

Welcome

02

10:10

Keynote: Crossing the Threshold - The AI Inflection Point for the Built Asset World

03

10:30

Building Intelligence. How we are evolving the leading Built Asset Lifecycle Platform

11:30

Coffee Break

04

11:45

Building Smarter Together: Thinkproject & Accenture on MultiHub and Beyond

05

12:00

Unlocking Reliable Answers in Capital Delivery

12:40

Lunch Break

06

1:40

Fireside Chat: Navigating Contracts & Commercial Experiences

07

2:00

From Handover to Operational Excellence

2:40

Coffee Break

08

2:55

From Vision to Reality – Digital Transformation in Infrastructure

09

3:35

Closing Remarks

3:45

Networking Reception



02

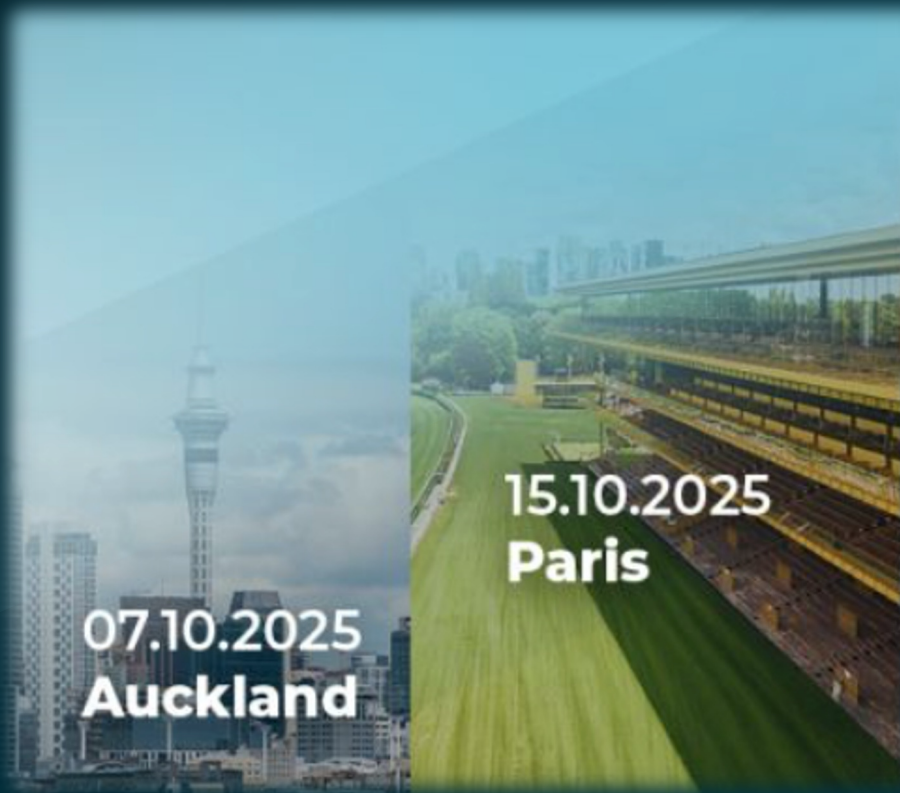
Keynote: Crossing the Threshold - The AI Inflection Point for the Built Asset World



Peter Ruchatz
Thinkproject



thinkproject | accenture



Digital innovation for the built environment



We pioneered digitalisation

Thinkproject history of innovations



This is Thinkproject

+75,000

Built assets
successfully
completed

+750,000

Users supported

+700

Employees

15

Offices

11

Countries



Founded & headquartered in Munich, Europe

The world's most complex assets are built and run on Thinkproject

 Road	 Rail	 Airports	 Public Infrastructure
			
 Energy	 Defense	 Commercial	 General Contractors
			



Unprecedented opportunities for our industry



 Government programs to modernize infrastructure



 Green energy investments



 New technologies, AI and digitalization

Our industry has an execution gap...

Delivering traditional capex is already challenging¹

95%

Projects **did not meet either their authorised cost or schedule**

79%

Cost overruns on average compared to initial budget

52%

Schedule delays on average compared to initial schedule

...with costs further escalating 15-25% since 2020...

>90%

Increase in material prices

>30%

Skilled labour shortages worldwide putting further pressure on construction costs

...and a common set of frustrations

 Missed innovation opportunities and resistance to design changes

 Disconnection between business need and solution

 Limited collaboration across siloes

 No single point of end-to-end accountability

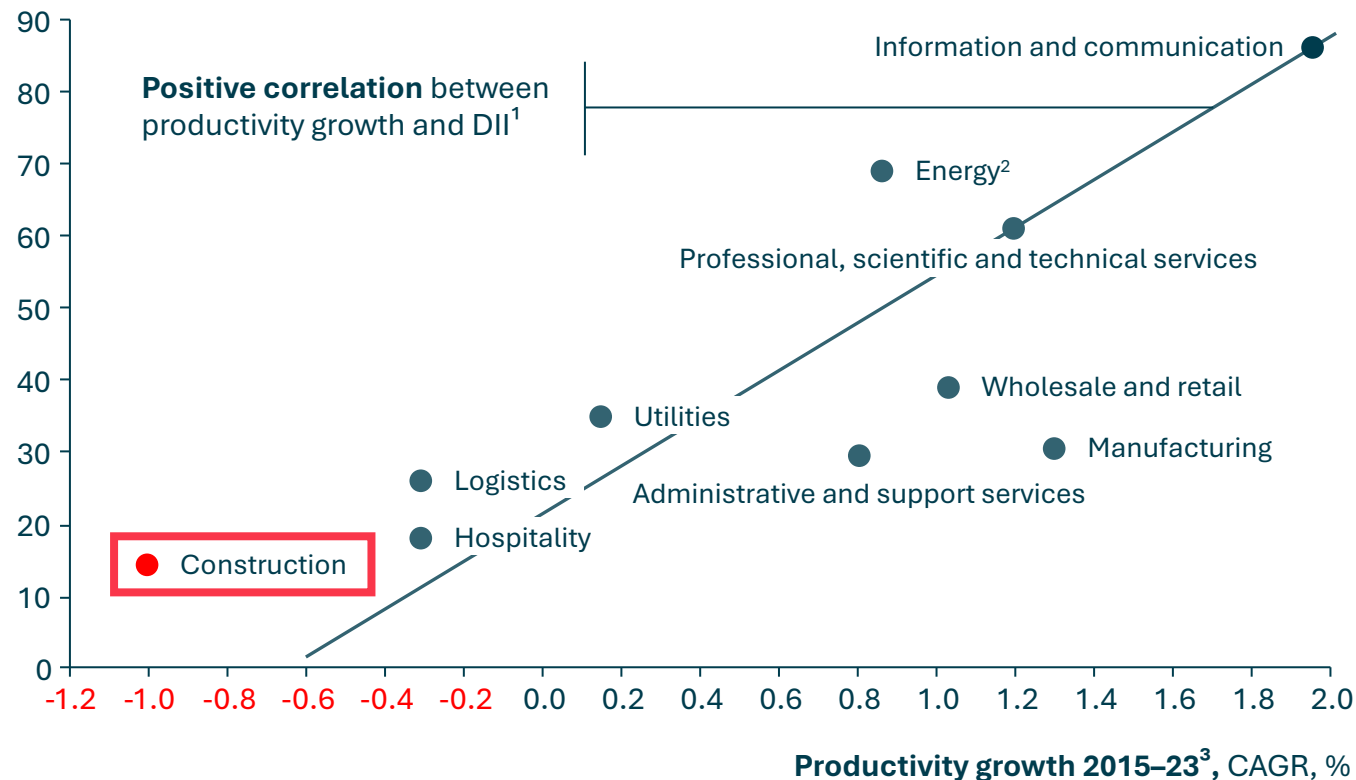
 Unrealistic project plans, unreliable forecasts

1. Excerpt from CII Performance Assessment; analysis of 975 owner-submitted industrial projects, McKinsey analysis
Source: McKinsey

...and lacks digitisation and productivity growth

Industry comparison focusing Europe

Digitisation Intensity Index, 2024¹



1. Digitization Intensity Index (DII) reflects the share of companies with high to very high digital capabilities (i.e., 100% represent high levels of digitization); DII is calculated using 12 survey-based variables assessing companies' level of digital intensity

2. Adjusted to pre-Covid levels (i.e., 2020) as energy sector was highly affected by Covid- & Ukrainian crisis

3. Measured in change of real labour productivity per person over time

Source: Eurostat

Key takeaways

The **construction industry is large**, fragmented, and heavily reliant on manual work, with low entry barriers.

It faces **negative productivity growth and slow digitalisation** compared to industries like Manufacturing (delta CAGR = 2.3pp. p.a.; delta DII 16pp.).

Despite being data-rich, it **lacks structured data, limiting insights.**



Most software in our industry was built for a world that no longer exists

Designed to support specialized teams and deliverables

Purpose-built for efficiency within teams, not between teams

Resulting in fragmentation and disconnection with dozens of point solutions and data locked away

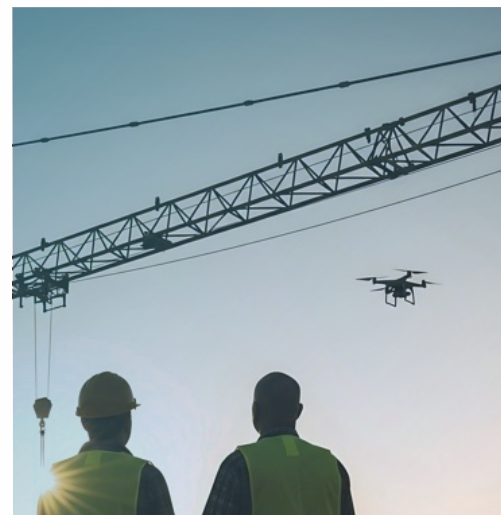
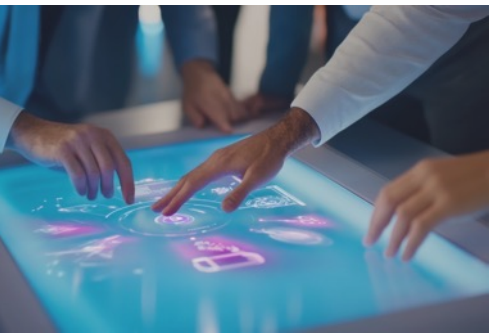


Today, data is no longer a byproduct – it is the backbone

Data now connects, drives, improves and documents the work of all stakeholders

Delivering structured, shareable information is a must - from the very start

Success depends on inter-operable data across systems and disciplines

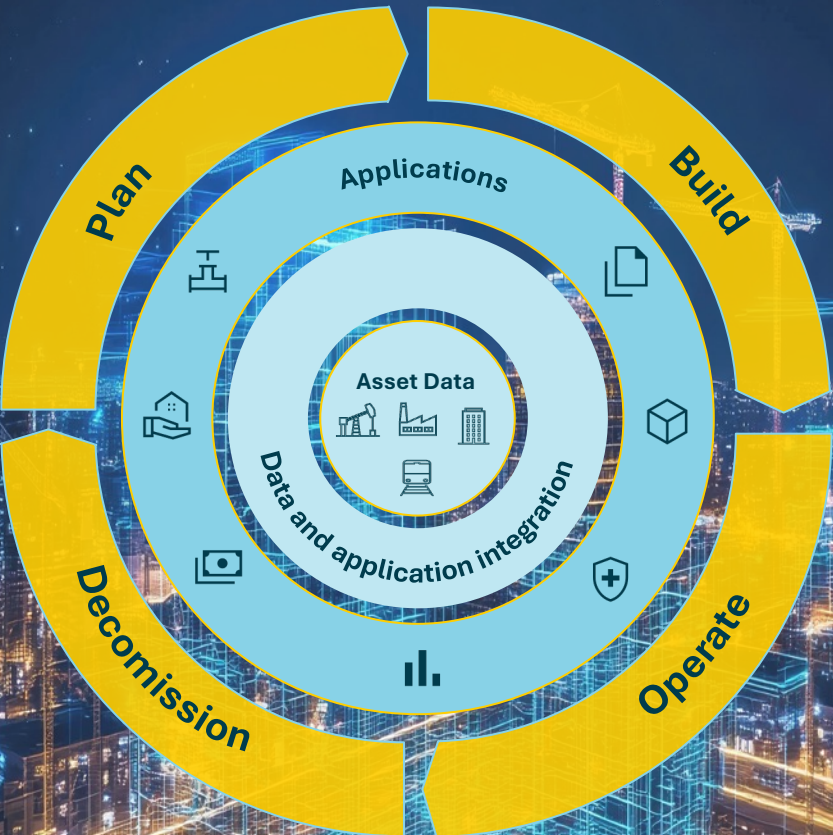


Some of the world's largest asset owners are partnering with us to rethink digitalisation

■ We place asset data - not just functions or projects - at the center of their strategy

■ We optimize the full asset lifecycle by connecting and leveraging data from planning through construction, operations, and maintenance

■ We manage asset data end-to-end, ensuring consistency, auditability, accessibility, and collaboration across all systems and stakeholders



Together, we're building what we call a
Connected Data Ecosystem



A new asset-centric blueprint for digitalisation

Traditional Digitalisation

Project-focused success

Use-case & workload
centric

Application silos

Fragmented data & poor
handovers

Vendor-specific formats

Connected Data Ecosystem

Lifecycle-driven asset success

Asset and data-centric
approach

Connected ecosystem of
tools and data

A cohesive, continuous
asset data record

Vendor agnostic and
structured data

Thinkproject provides the largest and most complex built assets with connected data ecosystems



Fehmarn Belt Fixed Link Tunnel

The **world's longest tunnel project** relies on Thinkproject to manage highly complex public objection workflows **across two countries**.

Thinkproject enabled **coordination across multiple jurisdictions** and product streams while ensuring compliance with environmental and other public concerns.



Acwa Power's cross-boarder energy asset portfolio

Acwa Power uses Thinkproject to manage one of the **world's most complex infrastructure portfolios** across **14 countries with diverse regulatory regimes**.

Thinkproject enabled seamless **coordination of 100 energy, water and power assets**, ensuring compliance and accelerating handovers.



TenneT's highly regulated grid infrastructure project

Germany's largest transmission system operator, relies on Thinkproject to manage **one of Europe's largest regulated energy infrastructures** with >55,000 assets across 14,100km grid.

Thinkproject's supports **audit-ready compliance, portfolio-wide asset insights**, and streamlined coordination across **€28Bn of regulated assets**

Introducing: The Thinkproject Platform

The world's first built asset lifecycle platform

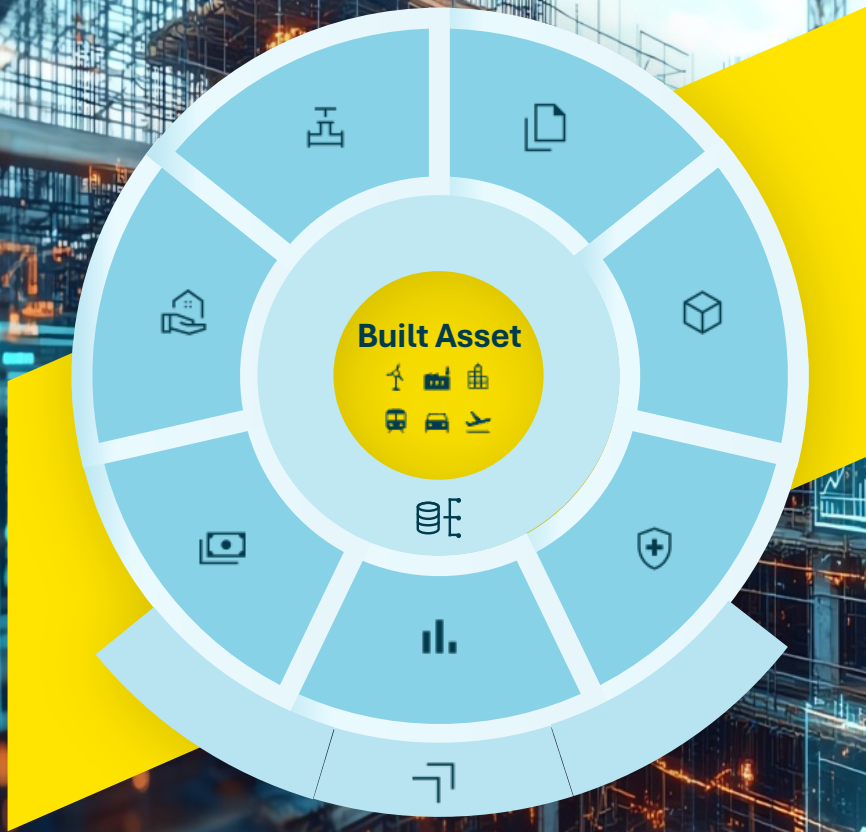
A set of powerful modules for the key functions across the built asset lifecycle

Out of the box data integration and asset data management for all data types and sources

A single, secure access layer

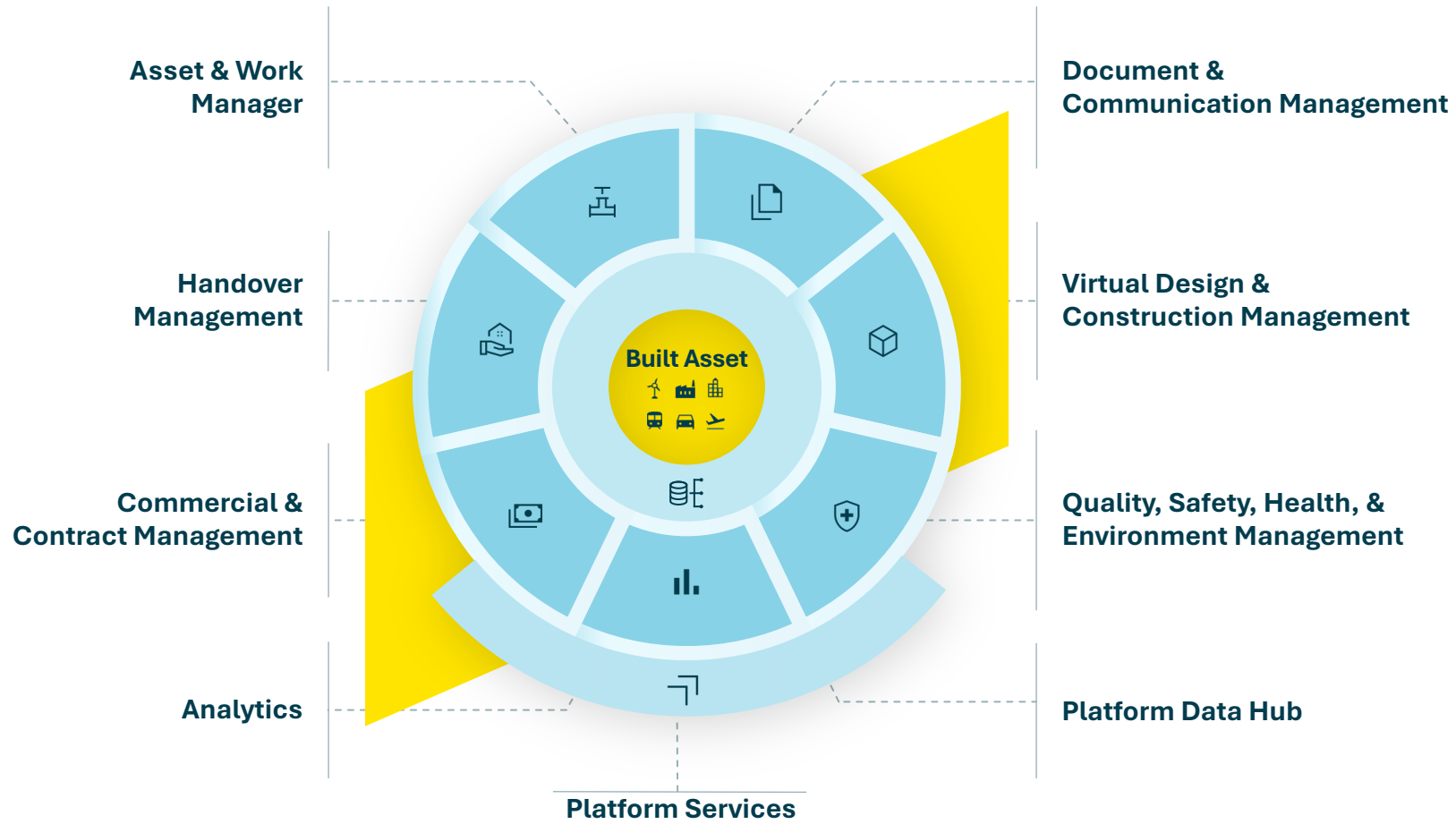
Modular, open, highly scalable

Easy to use, built-in learning



Your foundation for connected data and asset success

Integrated. Secure. Lifecycle-wide. Ready to scale the new way of digitalization.



Better collaboration

Improved decision-making

Higher productivity

Lower costs

Risk mitigation

Full audit trail

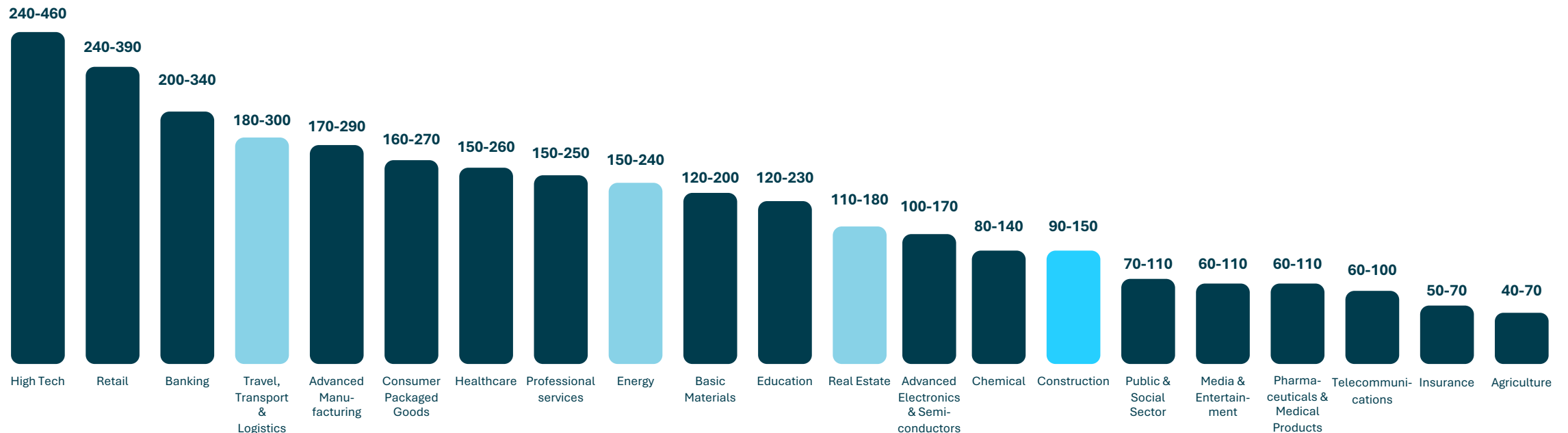
The next frontier: AI can help unlock large productivity gains in our industry

Generative AI productivity impact by sector
(Total, USD \$ Billion)

Association to core phase(s) in asset value chain

Build Operate

% of companies with at least high digitization score



Estimated Gen AI productivity impact of USD \$4Tn
Of which **\$530-870Bn (> 20%) to be realized in AEC related industries**



AI opportunity is based on new use cases and enhancing existing use cases...



New use cases

Contract reviews

Query and action manager

Quality & compliance agents



Existing use cases

Intelligent search

Object identification

Data validation & mapping



...but requires an integrated data approach

AI opportunities become more compelling when

- ▀ applications align with an integrated data and platform strategy
- ▀ harnessing AI-readiness tailwinds including:
 - Quality & quantity of internal data
 - External data integrations & diversity of data sources
 - Cloud-native & scalable infrastructure
 - Depth of internal data flow across modules

Announcing: Thinkproject **AI**

AI for the Built Environment

Three-layer AI strategy

Our platform-wide, in-app, and agentic AI work together- avoiding silos and outperforming bolt-on point tools

Comprehensive data powering AI

The platform's large lifecycle datasets across assets and projects make AI smarter and more accurate

AI for every stakeholder

From owners to contractors, engineers to operators - Thinkproject AI enhances daily tools and decisions for all

Evolve at your pace

Adopt AI step by step: start with assistants, expand to platform insights, and scale with agents

The AI Advantage of Thinkproject

Why Thinkproject

- **Launchpad for AI:** platform already unifies data across the lifecycle
- **Accuracy via data depth:** documents, models, assets, field data, contracts
- **Evolve at your pace:** start with assistants, scale with agents;
- Co-innovate via **Thinkproject IQ**.

Take the first steps now



Choose any module to start your journey:

With Asset Work Manager syncing asset data with field work to maximise uptime during operations

With a Common Data Environment uniting all files, models, and workflows in one workspace

With Contracts to take full control of your contracts, related events and workflows

Make your digitalisation plans future proof

Lead with a bold vision

Start now

Switch your current solution on to the platform

Explore and activate other solutions available to you

Assess all your business functions for a rapid update

Thank you



Peter Ruchatz
Thinkproject

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