

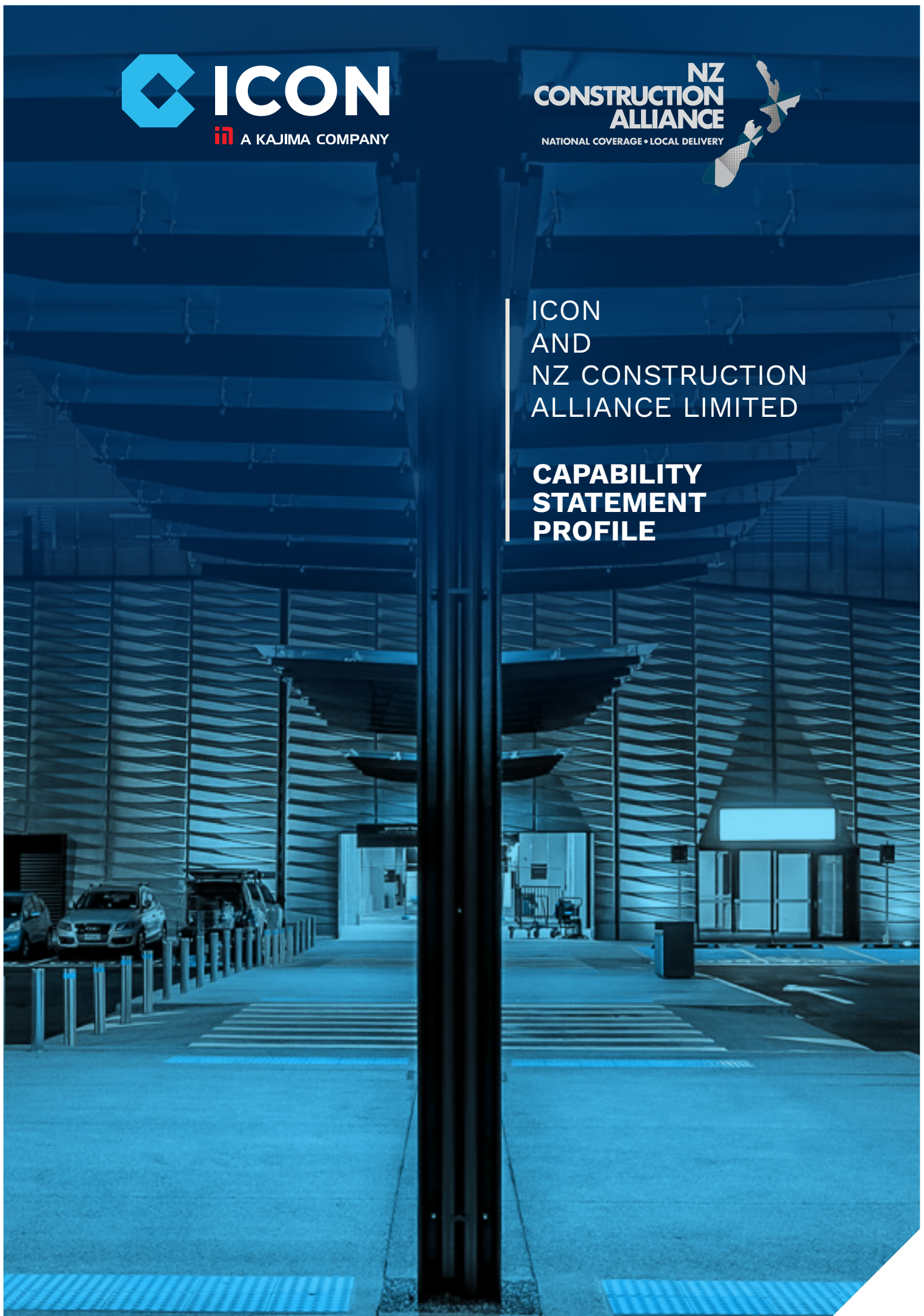


**NZ
CONSTRUCTION
ALLIANCE**
NATIONAL COVERAGE • LOCAL DELIVERY



ICON AND NZ CONSTRUCTION ALLIANCE LIMITED

CAPABILITY STATEMENT PROFILE





The Partnership

Building stronger together

Icon and the New Zealand Construction Alliance (NZCA) have formed a strategic partnership that combines major project capability with regional expertise to deliver construction projects across New Zealand. The partnership brings together Icon's experience in large-scale and complex project delivery with NZCA's network of eight owner-operated regional construction businesses, each recognised as a leader in its market.

Collectively, the alliance provides clients with access to deep local knowledge, established supply chains, regional workforces and a coordinated national delivery model. With more than 1,000 construction professionals across Aotearoa, the partnership offers the scale, capability and local presence to deliver projects successfully while maximising value for clients, communities and regional economies.

Combining national capability with regional expertise to deliver better outcomes for clients and communities across New Zealand.

Photo: Will Pennington, Chief Executive Officer, New Zealand Construction Alliance, and Dan Bosher, New Zealand Director, Icon, formalising the strategic partnership between NZCA and Icon.



Better Outcomes for your project



National reach

Delivering projects across New Zealand.



Local delivery

Projects delivered by local teams who know the communities.



Delivery certainty

Proven systems, processes and governance.



Integrated teams

One team aligned to your outcomes from start to finish.



Scalable resources

Access to the right people, skills and resources when you need them.



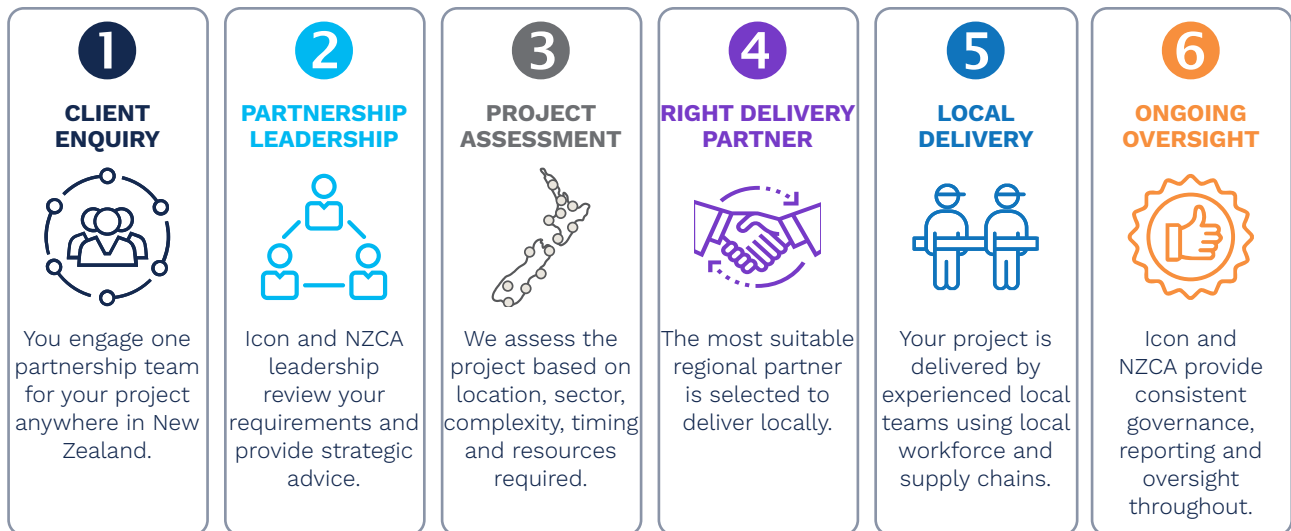
Stronger outcomes

Better value, better communities and a lasting legacy.

How the Partnership Works

One point of engagement. The right team for every project.

Our integrated delivery model combines Icon's major project capability with NZCA's regional strength to deliver better outcomes for clients and communities accross New Zealand.



ONE INTEGRATED PARTNERSHIP • NATIONAL CAPABILITY • REGIONAL DELIVERY



DELIVERING VALUE AT EVERY STEP

From initial enquiry to project close-out, we operate as one team aligned to your goals, providing certainty, quality and local value at every stage of the project lifecycle.

National Coverage Local Delivery

Icon in partnerships with NZCA eight leading owner-operated construction businesses covering all 16 regions of New Zealand, delivering projects with local teams, local knowledge and strong community connections.



NATIONAL REACH

Delivery capability throughout all regions of New Zealand.

LOCAL EXPERTISE

Owner-operated businesses with deep regional knowledge.

LOCAL DELIVERY

Projects delivered by local teams who know their communities.

STRONGER OUTCOMES

Social and economic value retained within regional communities.

Key Personnel and Leadership team

The Icon and NZCA leadership team brings together national project delivery capability, regional market expertise and extensive construction experience. Working as one integrated team, they provide strategic oversight, governance and support throughout project delivery.



Dan Bosher

Director -
Icon New Zealand

Leads Icon's New Zealand operations and strategic growth.

Dan brings extensive experience leading major construction projects and building high-performing teams across a range of sectors.



Sam Palliser

New Business Manager,
Icon New Zealand

Leads client engagement, project planning, and pre-contract activities.

Sam combines engineering, design management and business development experience to support successful project outcomes.



Will Pennington

Chief Executive Officer,
NZCA

Leads the alliance and national partner network.

Will brings extensive leadership experience across construction, property development, infrastructure and programme delivery.



Lawrie Baker

National Accounts and
Operations Director, NZCA

Leads operational performance across the alliance network.

Lawrie brings more than 20 years of project management experience delivering client-focused outcomes.

Icon and New Zealand Construction Alliance Profiles



Icon Co Pty (NZ) Limited – Major Projects Partner

Icon delivers across the health, education, commercial, residential, industrial and infrastructure sectors throughout New Zealand. With extensive experience delivering complex projects, Icon provides the partnership with national capability, specialist expertise and proven delivery systems.



New Zealand Construction Alliance (NZCA) – Regional Delivery Partner

NZCA delivers projects across New Zealand through a network of eight owner-operated regional construction businesses (listed below). With extensive experience delivering projects across diverse sectors and communities, providing regional reach, local knowledge and supply chains.

New Zealand Construction Alliance – Regional Delivery Partners



Trigg Construction Ltd – Northland Partner

Trigg has been operating in the Northland region for over 25 years and continue to provide innovative commercial construction solutions. Trigg have strong relationships with a team of local suppliers and subcontractors that can respond quickly and provide great value for money with high quality delivery.



Kalmar Construction Ltd – Auckland Partner

Since 2001, Kalmar Construction have worked across the commercial, industrial, civic, residential and design build sectors, offering a complete start to finish service. Their expert team value an integrated approach providing practical knowledge to achieve the highest quality results within realistic budget and time constraints.



Foster Group Ltd – Waikato/Bay of Plenty Partner

Foster Group was established in 1973 and has since been delivering some of the most prominent public and private commercial projects in the Waikato and Bay of Plenty. Fosters have involvement in all aspects of the property cycle including development, construction and maintenance, which helps provide a sustainable business model and delivers the projects on-time and within budget.



Clelands Construction Ltd – Taranaki Partner

Since 1916, Clelands have been strongly committed to providing their customers with the highest level of service in the building and construction markets. Building and maintaining relationships with customers is at the heart of Clelands' business, and their planning and management style is consultative and systematic. Clelands Taranaki's largest and most experienced construction team.



Alexander Construction – Hawke's Bay Partner

Founded in 1947, Alexander Construction is built on a proud history of quality workmanship and innovation along with a strong commitment to clients and building partners. They have played a major role in shaping the commercial construction industry in Hawke's Bay over the past 7 decades and continue to produce quality buildings on time and on budget.



Maycroft Construction Ltd – Wellington/Manawatu Partner

The foundation of Maycroft Construction is their great buildings, people and relationships. Established in 1954, they have a long history of commercial construction projects, building trusted relationships with clients, communities and construction teams. Maycroft delivers construction, seismic strengthening, fit-out and joinery services across the central and lower North Island.



Scott Construction Ltd - Nelson/Marlborough/West Coast Partner

With a team of over 100 highly skilled people across Nelson, Marlborough and Central Otago, Scott Construction is an award-winning building company that can provide maintenance, building and alteration services for large and small industrial plants and commercial buildings across industries. They pride themselves on delivering quality builds with a track record of professional performance.



Amalgamated Builders Ltd - Canterbury/Otago/Southland Partner

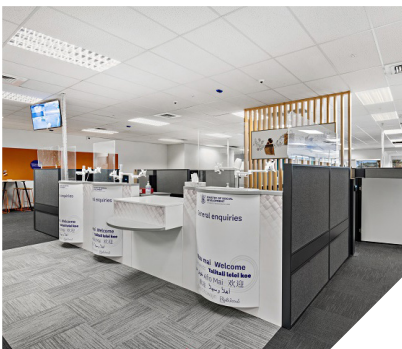
Amalgamated Builders Limited (ABL) has operated in the South Island since 1972. During this time ABL has been engaged by many clients and managed over 2000 projects, growing to become one of the South Island's largest and most successful builders. ABL projects are characterised by strong client relationships, a collaborative team and an innovative approach to challenges.

Combined delivery Capability

The New Zealand Construction Alliance partners and Icon combine national project delivery capability with regional construction expertise to deliver projects throughout New Zealand.

Bringing together proven systems, experienced project teams, local market knowledge and established supply chains, the partnership provides clients with a single integrated delivery model capable of delivering projects of varying scale, complexity and procurement methodology.

Our combined experience spans health, education, commercial, industrial, residential, tourism, sports, infrastructure and large-scale developments, providing certainty of delivery while maintaining strong local engagement and community outcomes.



Government

NZCA Partners: National Project

Project: Service Centre's of the Future Project (SCF)

Client: Ministry of Social Development

Location: Nationwide

Date: 2020-2023

Value: \$30m

Details: New Zealand Construction Alliance (NZCA) as contracted to deliver a nationwide programme of upgrading 120 Service Centres at sites across New Zealand.



Healthcare

JV Partner: Icon

Client: Canterbury District Health Board

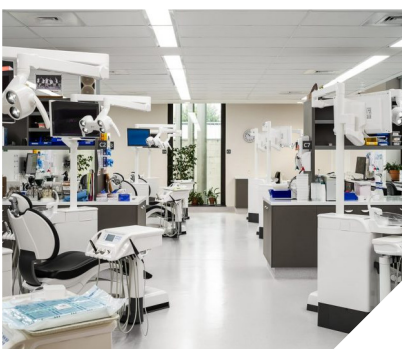
Project: Burwood Hospital Redevelopment

Location: 300 Burwood Road, Christchurch

Date: June 2016

Value: \$200m

Details: Construction of a 35,000 m² health campus comprising three, three-storey ward blocks accommodating up to 230 patients, together with radiology, physiotherapy and outpatient facilities.



Education and research

JV Partner: Icon

Client: University of Otago

Project: University of Otago Dental School

Location: 310 Great King Street North, Dunedin

Date: January 2021

Value: \$102m

Details: The redevelopment of the Dental School, included a new 8,000 m² clinical services building, teaching facilities with over 200 dental chairs and adaptive reuse of the heritage-listed Walsh Building.

Industrial and Commercial

NZCA Partner: Foster Construction

Project: APL Hautapu, Waikato

Date: 2021

Value: \$65m

Details: Delivery of a 50,000 m² glass manufacturing facility with production areas, warehousing and 4,500 m² of office accommodation, achieving a 5 Star Green Star rating. The latest technologies in environmental design were used, including hybrid mechanical services, electronic LED lighting and climate-based daylight.



Data centre

JV Partner: Icon

Client: Microsoft

Project: AKL02 Tranche 2 Data Centre Fit-Out Works

Location: 85 Rotu Drive, Westgate, Auckland

Date: May 2024 – July 2025

Value: Available upon request

Details: Fit-out of a structural shell into a fully operational 8.2 MW data centre, including generator yard, mechanical and electrical plant rooms, critical infrastructure and associated site works.



Airport infrastructure

JV Partner: Icon

Client: Auckland International Airport Ltd (AIAL)

Project: AIAL Transport Hub 01

Location: Ray Emery Drive, Auckland

Date: June 2022 – October 2024

Value: \$366m

Details: Construction of a four-storey, 75,000 m² transport hub incorporating a 2,500-space car park, undercover pick-up and drop-off facilities, retail and valet areas, office space and external landscaping.



Airport Infrastructure

NZCA Partner: Clelands Construction

Client: New Plymouth Airport

Project: New Plymouth Airport Redevelopment

Location: New Plymouth

Date: 2020

Details: A new airport terminal incorporating retail and hospitality facilities, designed with cultural elements developed in partnership with Puketapu Hāpu and accommodating up to 650,000 passengers annually. **Awards:** Recipient of NZIA Western Architecture Awards Gold Awards for Public Architecture and Hospitality.



Sports and Recreation

NZCA Partner: Clelands Construction

Client: Taranaki Regional Council

Project: Stadium Taranaki East Stand Redevelopment

Location: New Plymouth

Date: 2025

Value: \$80m

Details: The redevelopment included a new East Stand, West Stand strengthening and re-roofing, a GrassMaster hybrid playing surface, upgraded LED floodlighting and associated stadium infrastructure.





Commercial

JV Partner: Icon

Client: Asset Plus Investments

Project: 6-8 Munroe Lane

Location: Albany, Auckland

Date: November 2020 – July 2023

Value: \$102m

Details: Construction of a six-level A-Grade commercial office development comprising 26,500 m² GFA, warm shell office fit-out, basement parking and end-of-trip facilities.



Community and civic

NZCA Partner: Alexander Construction

Client: Manawātū District Council

Project: Feilding Library Redevelopment

Location: Feilding

Date: June 2024

Value: \$10m

Details: Redevelopment and extension of a 50-year-old library building to create a modern community hub, incorporating a mezzanine level, lift, community spaces and seismic strengthening works.



Art and culture

NZCA Partner: Trigg Construction

Client: Hundertwasser Arts Foundation

Project: Hundertwasser Art Centre with Wairau Māori Art Gallery

Location: Whangārei Waterfront

Date: 2021

Value: \$17m

Details: Construction of a 3,000 m² arts and cultural facility incorporating the Hundertwasser Art Centre and Wairau Māori Art Gallery, featuring the Southern Hemisphere's largest afforested roof. **Awards:** Recipient of Gold and Special Awards at the 2022 NZ Commercial Project Awards.



Heritage and refurbishment

NZCA Partner: Amalgamated Builders

Client: Ministry of Justice

Project: Dunedin Law Courts Restoration Project

Date: 2017

Value: \$12m

Details: Restoration and seismic strengthening of the Category I heritage-listed Dunedin Law Courts, including conservation works, structural upgrades and modernisation of court facilities. **Awards:** Recipient of the Southern Heritage Restoration Award.



Retail

NZCA Partner: Maycroft Construction

Client: Foodstuffs North Island

Project: New World Feilding

Location: Feilding

Date: June 2018

Value: \$10m

Details: 2900m² supermarket on a greenfield site, along with a 7000m² customer carpark and access roads.

Student accommodation

JV Partner: Icon

Client: Cedar Pacific

Project: Wakefield Street Student Accommodation

Location: 35-39 Wakefield Street, Auckland

Date: November 2018 – February 2021

Value: \$102m

Details: Delivery of a purpose-built student accommodation, comprising 697 beds across two towers, interconnected by a six-storey podium containing communal facilities and university space.



Retirement and aged care

NZCA Partner: Scott Construction

Client: Integrity Care Group

Project: Olive Estate Lifestyle Village, Richmond, Nelson

Date: 2014-2024

Value: Various work packages ranging \$2.5-\$10m (Total contracted = \$49m)

Details: Construction of a lifestyle village comprising villas, terrace houses, carriage houses, a community hub with café, theatre, pool, spa and gymnasium, and an aged care facility. **Awards:** Recipient of multiple industry awards for construction excellence, including New Zealand Commercial Project and Master Builders House of the Year awards.



Hotels and hospitality

JV Partner: Icon

Client: Pro-Invest Group

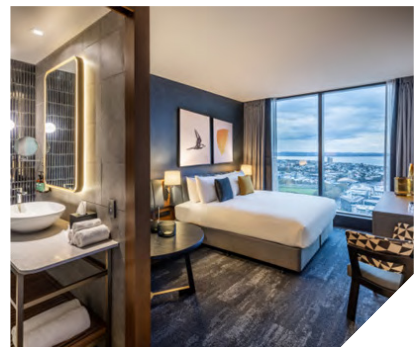
Project: Voco Holiday Inn Express Hotel

Location: 58 Albert Street, Auckland

Date: June 2019 – May 2022

Value: \$181m

Details: Construction of a 41-storey dual-branded hotel development comprising 495 guest rooms, food and beverage outlets, meeting and conference facilities, retail tenancies and a rooftop bar.



Multi-unit residential

NZCA Partner: Kalmar Construction

Client: LCO Onehunga Limited

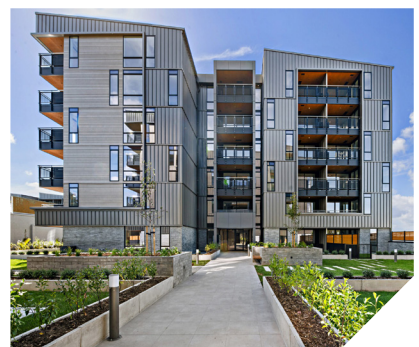
Project: Fabric of Spring Street

Location: 11 Spring Street, Onehunga

Date: March 2026

Value: \$64m

Details: Construction of 118 residential apartments across two six-level buildings with landscaped communal areas over an elevated podium.



High-rise residential

JV Partner: Icon

Client: Hengyi Pacific

Project: The Pacifica

Location: 10 Commerce Street, Auckland

Date: March 2018 – January 2021

Value: \$209m

Details: Construction of a 57-storey residential tower comprising 273 apartments, retail space, resident amenities and 142 car parks in Auckland CBD.



Accreditations

The Icon and NZCA partnership is built on proven systems, disciplined governance and a commitment to safe, high-quality and sustainable project delivery. Our teams operate under accredited management systems that support consistent outcomes across every project and region.

Safety

Creating safe workplaces for our people, partners and communities through strong leadership, planning and risk management.

Accreditations:

- ISO 45001 Occupational Health and Safety Management Systems
- SiteWise Gold (where applicable)
- Pre-qualification certifications



Quality

Delivering projects through established quality systems, robust controls and a culture of continuous improvement.

Accreditations

- ISO 9001 Quality Management Systems
- Certified quality assurance processes
- Independent auditing and compliance reviews



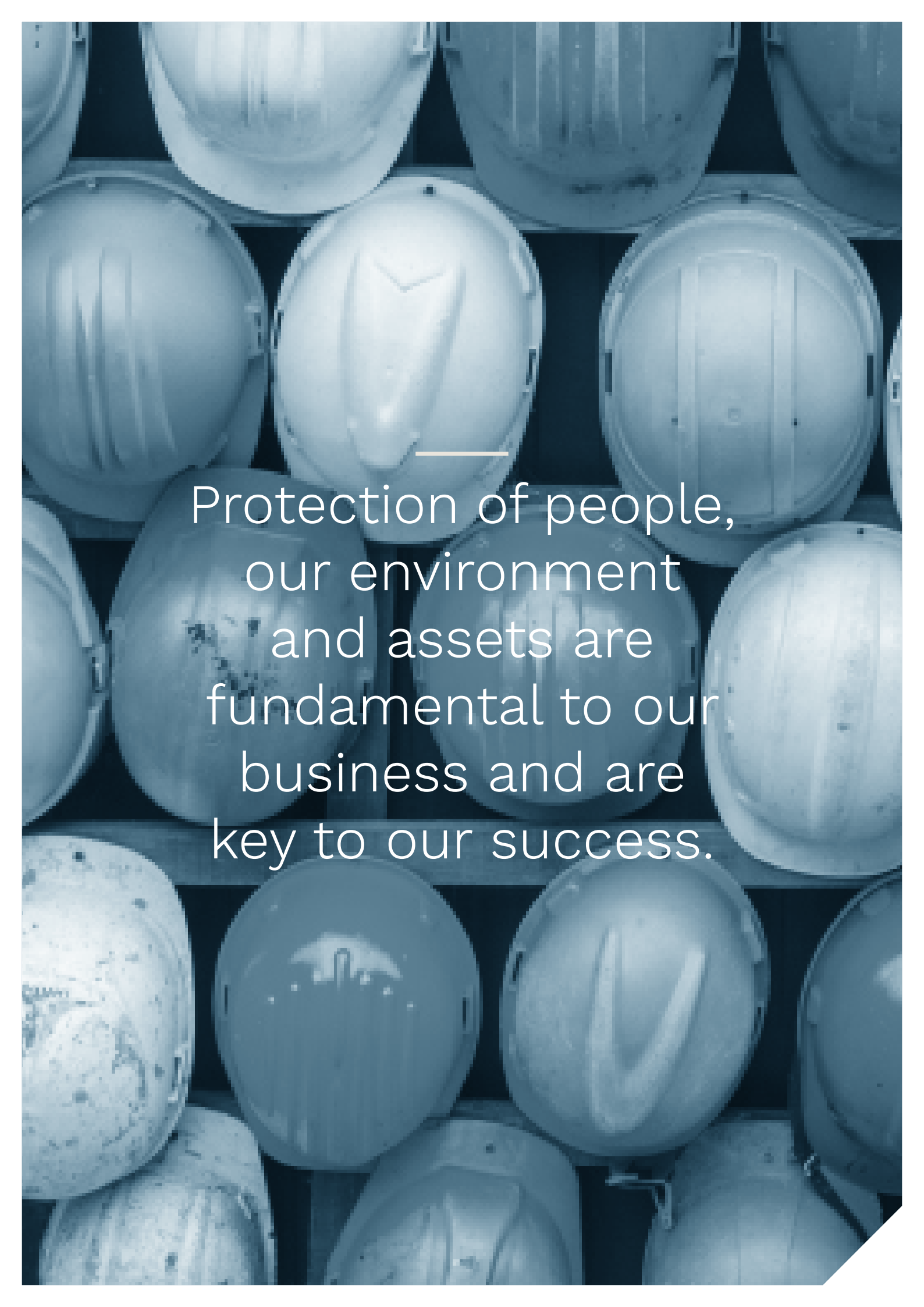
Environment and Sustainability

Embedding environmental responsibility and sustainable outcomes throughout project planning, design and delivery.

Accreditations

- ISO 14001 Environmental Management Systems
- Green Star and NABERS project experience
- Sustainable procurement and waste management practices





Protection of people,
our environment
and assets are
fundamental to our
business and are
key to our success.



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