

Aninver InfraPPP

Partners, S.L.

PPP consultants

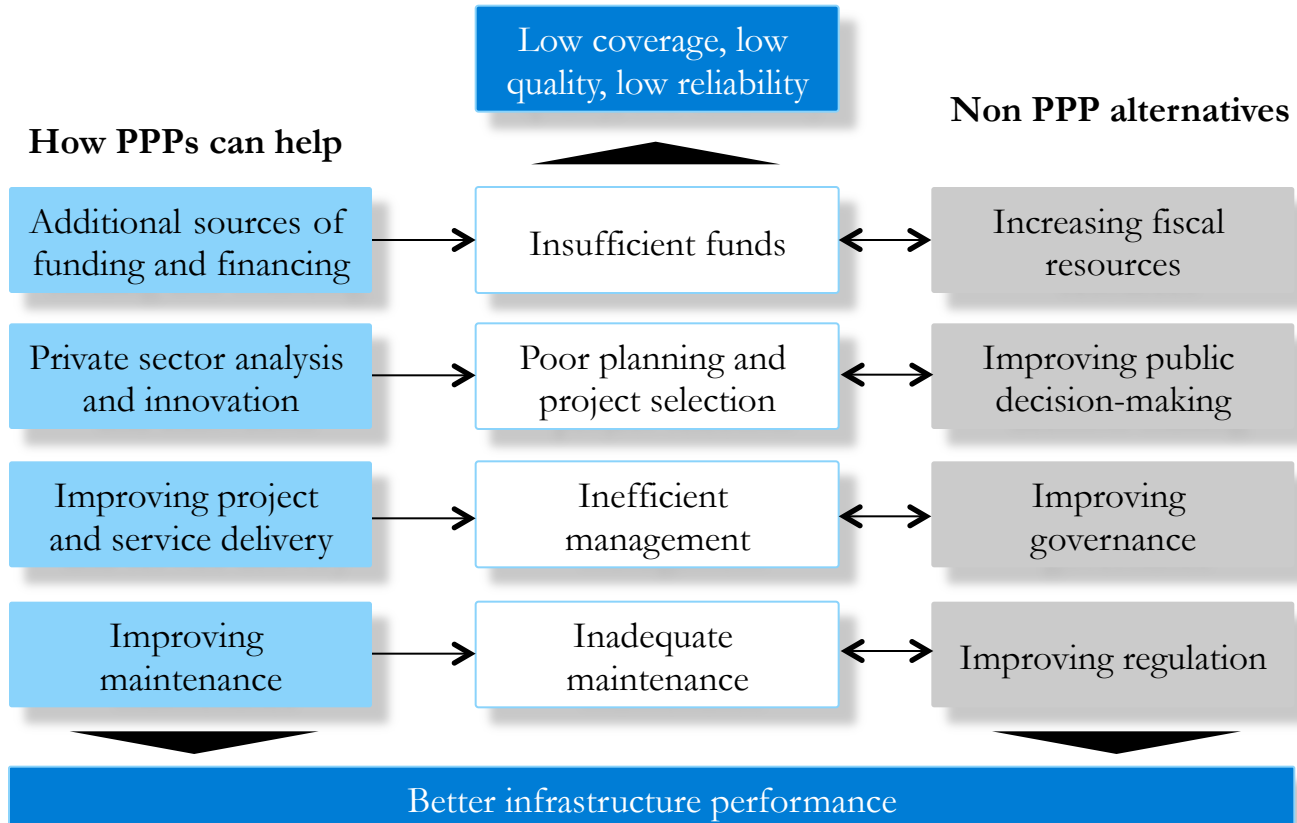


Spain, September 2015

CORPORATE PRESENTATION

Context: Public Private Partnerships

What's wrong with Infrastructure?



Public Private Partnerships have an increasing role in Infrastructure development and operations all around the globe, due to their clear advantages to solve the important challenges that Governments face

Why a firm specialized in PPPs?

- PPPs are **complex** and require **multi-disciplinary** teams
- PPPs need to combine **Public and Private** sectors' expertise and needs
- Successful PPPs require **a lot of preparation** from the very beginning
- PPPs are **asset and financing intensive** projects, with banks and other financial entities involved

Rational for Aninver InfraPPP as PPP consultants:

- Specialized: we only work in PPP assignments
- Global: we work all around the Globe, collecting y applying the best practices in PPPs
- Multi-sector: we work across all infrastructure asset classes and even in other sectors where PPPs can be applied (Real Estate, Tourism...)
- Process leaders: as transaction advisors we organize and combine technical, legal and financial expertise

We understand there is a need of specialized PPP firms to help Public and Private clients to develop and operate infrastructure assets

Our vision

Aninver InfraPPP VISION: we are a business consultancy working globally in PPP projects for Public and Private clients, based on the following values:

1. **Knowledge-based:** we have a database and track more than 1,200 PPP projects. This allows us to know the best practices and all the relevant players in the sector
2. **First class consulting skills:** combining experience from top management consulting firms and operational experience in project developers and operators
3. **Global experience:** our partners have worked in more than 30 PPP projects in 10 countries of 3 continents



Our services

Government and Public Bodies

- Feasibility & Pre-Feasibility Studies
- Project Identification Plans and Assessment of PPP Programs
- Structuring PPP projects
- Support in PPP tenders
- PPP Capacity Development
- Creation of PPP Units

Sponsors and Developers

- Portfolio optimization
- Asset divestitures
- International PPP tenders. Support in:
 - Consortium setting
 - Bid preparations
 - Market studies
 - OPEX and CAPEX estimates
 - Financial model
- Financing and refinancing

Banks and Financiers

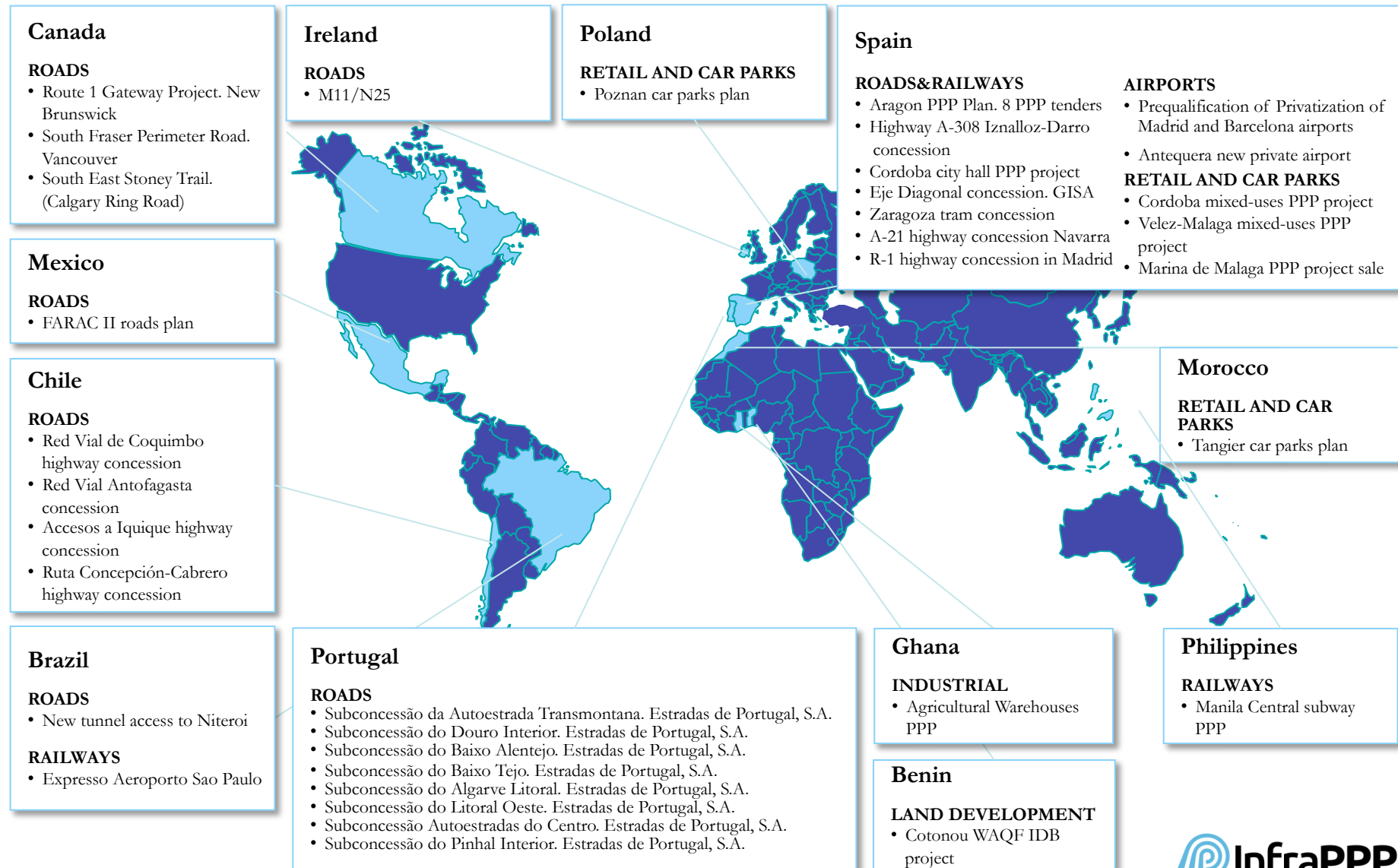
- Due Diligence
- Sourcing business opportunities
- Analysis of ongoing projects
- Support in refinancing processes

Funds and Investors

- Portfolio and asset acquisition
- Sourcing investment opportunities
- Sectorial and geographical market research
- OPEX and CAPEX estimates revision
- Financial models

A full range of services to the main players in the PPP industry

Global experience



Our partners' experience

Private
infrastructure
investors



Iridium (ACS Group) is the leading private infrastructure investor and operator in the World (Public Works Financing ranking 2013)

Strategic
Consulting

McKinsey&Company

The "most prestigious consulting firm of all" (The New York Times, 2011). Consistently ranked as No. 1 Strategy Consulting firm

Construction
companies



Ferrovial and FCC are two of the largest international contractors (ranked in the Top 30 by ENR)

Real Estate
investors and
developers



Metrovacesa is the largest property company in Spain by Gross Asset Value with a portfolio of more than 7,600 MM € (Offices, Retail, Hotels)

Aninver InfraPPP Team

Consultant	Position	Education	Relevant experience
<i>Jose de la Maza</i>	PPP & Strategy Team Leader	<ul style="list-style-type: none"> • MBA, IESE • Civil Engineering 	Over 16 years experience in international construction and PPP projects; ex McKinsey consultant
<i>Alvaro de la Maza</i>	PPP Specialist	<ul style="list-style-type: none"> • MBA, IESE • Civil Engineering 	Over 8 years experience in PPP projects, financial management and infrastructure investments
<i>Bernardo Gil</i>	Financial Consultant	<ul style="list-style-type: none"> • MSc Finance • Business Administration 	Over 16 years experience in international construction and PPP projects
<i>Miguel Martin</i>	Civil Engineer	<ul style="list-style-type: none"> • Civil Engineering 	Over 5 years experience in civil engineering and PPP projects
<i>Marina Ruiz</i>	Business Analyst	<ul style="list-style-type: none"> • MSc International Trade Management • D. Tourism 	Experience in Tourism, Hospitality and Airlines; international experience with a focus on Middle East
<i>Ahmed T. Shaukat</i>	Senior Advisor	<ul style="list-style-type: none"> • MSc Transportation • Civil Engineering 	Over 40 years of global project experience on 500 plus projects; ex IFC Chief Engineer Global Infrastructure

Contact

If you are interested in getting more information about our services, please contact us:

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