

Aninver InfraPPP

Partners, S.L.

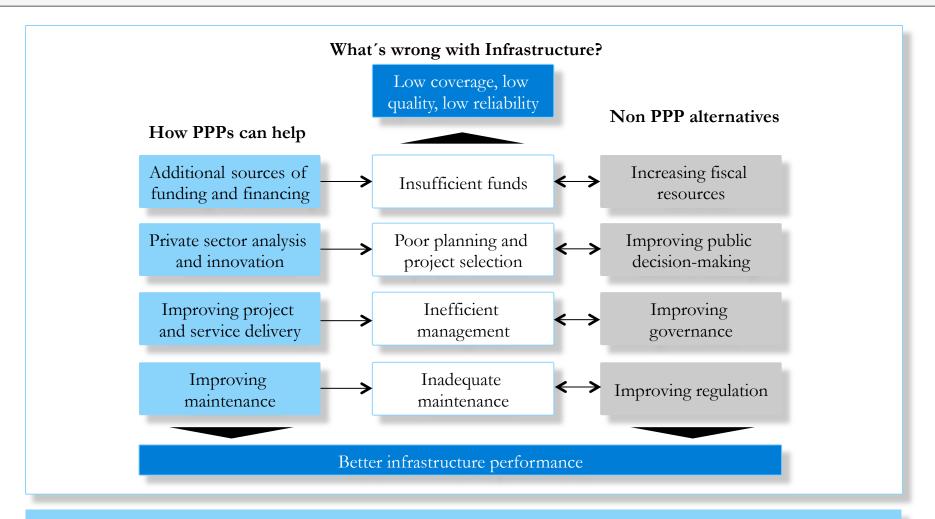
PPP consultants



Spain, September 2015

CORPORATE PRESENTATION

Context: Public Private Partnerships



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:

- •<u>Specialized</u>: we only work in PPP assignments
- Global: we work all around the Globe, collecting y applying the best practices in PPPs
- •<u>Multi-sector</u>: we work across all infrastructure asset classes and even in other sectors where PPPs can be applied (Real Estate, Tourism...)
- •<u>Process leaders</u>: 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

Canada

ROADS

- Route 1 Gateway Project. New Brunswick
- South Fraser Perimeter Road. Vancouver
- South East Stoney Trail. (Calgary Ring Road)

Mexico

ROADS

• FARAC II roads plan

Chile

ROADS

- Red Vial de Coquimbo highway concession
- Red Vial Antofagasta concession
- Accesos a Iquique highway concession
- Ruta Concepción-Cabrero highway concession

Brazil

ROADS

· New tunnel access to Niteroi

RAILWAYS

• Expresso Aeroporto Sao Paulo

Ireland

ROADS

• M11/N25

Poland

RETAIL AND CAR PARKS

• Poznan car parks plan

Spain

ROADS&RAILWAYS

- Aragon PPP Plan. 8 PPP tenders
- Highway A-308 Iznalloz-Darro concession
- · Cordoba city hall PPP project
- Eje Diagonal concession. GISA
- Zaragoza tram concession
- A-21 highway concession Navarra
- R-1 highway concession in Madrid

AIRPORTS

- Prequalification of Privatization of Madrid and Barcelona airports
- · Antequera new private airport

RETAIL AND CAR PARKS

- Cordoba mixed-uses PPP project
- Velez-Malaga mixed-uses PPP project
- Marina de Malaga PPP project sale

Morocco

RETAIL AND CAR

• Tangier car parks plan

Portugal

ROADS

- Subconcessão da Autoestrada Transmontana. Estradas de Portugal, S.A.
- Subconcessão do Douro Interior. Estradas de Portugal, S.A.
 Subconcessão do Baixo Alenteio Estradas de Portugal, S.A.
- Subconcessão do Baixo Alentejo. Estradas de Portugal, S.A.
- Subconcessão do Baixo Tejo. Estradas de Portugal, S.A.
 Subconcessão do Algarve Litoral. Estradas de Portugal, S.A.
- Subconcessão do Litoral Oeste. Estradas de Portugal, S.A.
- Subconcessão Autoestradas do Centro. Estradas de Portugal, S.A.
- Subconcessão do Pinhal Interior. Estradas de Portugal, S.A.

Ghana

INDUSTRIAL

• Agricultural Warehouses PPP

Benin

LAND DEVELOPMENT

 Cotonou WAQF IDB project

Philippines

RAILWAYS

 Manila Central subway PPP



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
Jose de la Maza	PPP & Strategy Team Leader	• MBA, IESE • Civil Engineering	Over 16 years experience in international construction and PPP projects; ex McKinsey consultant
Alvaro de la Maza	PPP Specialist	• MBA, IESE • Civil Engineering	Over 8 years experience in PPP projects, financial management and infrastructure investments
Bernardo Gil	Financial Consultant	MSc FinanceBusinessAdministration	Over 16 years experience in international construction and PPP projects
Miguel Martin	Civil Engineer	• Civil Engineering	Over 5 years experience in civil engineering and PPP projects
Marina Ruiz	Business Analyst	MSc InternationalTrade ManagementD. Tourism	Experience in Tourism, Hospitality and Airlines; international experience with a focus on Middle East
Ahmed T. Shaukat	Senior Advisor	 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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