EXCLUSIVE POST CONFERENCE WORKSHOP

Project Financing & Delivery
Advancing knowledge of innovative project finance and benefiting from practical insights that will enable you to successfully arrange long-term financing for infrastructure projects to make them more bankable

Workshop Facilitator: Oliver Redrup Director, Capital Projects & Infrastructure
PwC, SINGAPORE

ENGAGE AND COLLABORATE WITH MULTILATERALS, BANKS AND FINANCING INSTITUTIONS

Gavin Munro MD & Head of Infrastructure Finance - Asia Pacific
SOCIETE GENERALE, HONG KONG
Rajiv Vishwanathan VP - Project Finance
DBS BANK, SINGAPORE
Ramchand Karunakaran MD
IL&FS, INDIA
Andreas Ziesmann VP
DEG, SINGAPORE
Kalpesh Pathak Associate Director
BRESCON ADVISORS, INDIA

Shobana Venkataraman Chief Investment Officer
INTERNATIONAL FINANCE CORPORATION (IFC), SINGAPORE
Curtis Grad President
MODALIS INFRASTRUCTURE PARTNERS, CANADA
Clive Kerner CEO
CLIFFORD CAPITAL, SINGAPORE
Frederic Blanc-Brude Member Advisory Council
WORLD BANK GLOBAL INFRASTRUCTURE FACILITY, SINGAPORE

Andreas Ziesmann VP
DEG, SINGAPORE
Kalpesh Pathak Associate Director
BRESCON ADVISORS, INDIA

BENCHMARK WITH INNOVATIVE CONCEPTS FROM GOVERNMENTS, SPECIALISED AGENCIES AND LEADING OPERATORS

HK Yong Advisor (PPP)
COMMONWEALTH SECRETARIAT, UK
Kiyoshi Nishimura CEO
CREDIT GUARANTEE & INVESTMENT FACILITY (CGIF), PHILIPPINES
Emmanuel Vivant CEO
RAFP DEV TRANSDEV ASIA
MD
HONG KONG TRAMWAYS
Celso Manangan Project Director - International PPP Specialist Centre
UNITED NATIONS ECONOMIC COMMISSION FOR EUROPE
David Wignall SVP
INDONESIA PORT CORPORATION
Sudath Amaratunga Technical Manager, Precincts and Infrastructure - Infrastructure & Services Division
TRANSPORT FOR NSW, AUSTRALIA

Jacob Kam MD - Operations & Mainland Business
MTR CORPORATION, HONG KONG
Ari Firmandi SVP
INDONESIA INFRASTRUCTURE GUARANTEE FUND (IIGF)
Garphajon Udomdhammabhakdi Director of MRT Project Development
MASS RAPID TRANSIT AUTHORITY OF THAILAND (MRTA)
Sidharath Kapur President - Finance & Business Development
INDONESIA INFRASTRUCTURE GUARANTEE FUND (IIGF)

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Sidharath Kapur President - Finance & Business Development

 thăm với những cơ cấu chính phủ, tổ chức chuyên biệt và các nhà vận hành hàng đầu

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# THE PROGRAMME - DAY ONE

**Monday 24th July 2017**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>0830</td>
<td>Registration and Morning Coffee</td>
</tr>
<tr>
<td>0900</td>
<td>Opening and Welcome Remarks from the Chairperson</td>
</tr>
<tr>
<td>0910</td>
<td><strong>ONE BELT ONE ROAD</strong></td>
</tr>
</tbody>
</table>
| 0910  | Plenary One: Capitalising on the World's Largest Platform for Economic Cooperation and its Implications on Infrastructure Development  
HK Yong, Advisor (PPP), Commonwealth Secretariat, UK |
| 0950  | Plenary Two: Financial Engineering to Revive Struggling Infrastructure Projects  
Kalpesh Pathak, Associate Director, Brescon Advisors, India |
| 1030  | Morning Refreshments                                                  |
| 1100  | Plenary Three: Financing Models for Railway Infrastructure – Practical Insights from Hong Kong and Mainland China  
Jacob Kam, MD – Operations & Mainland Business, MTR Corporation, HK |
| 1140  | Plenary Four: The Global Pipeline - Exploring Opportunities for Airport Investors Around the World  
Curtis Grad, President, Modals Infrastructure Partners, Canada |
| 1220  | **INTERACTIVE THINK TANK: WHY DO PPP PROJECTS FAIL?**                 |
| 1300  | Networking Lunch                                                     |

## STREAM ONE: PUBLIC PRIVATE PARTNERSHIPS

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1400</td>
<td>Chairperson’s Opening Remarks</td>
</tr>
</tbody>
</table>
| 1410  | Structuring PPPs to Improve Infrastructure Delivery, Increase Efficiency and Use Available Resources more Effectively  
- Determining to what degree an enabling environment exists for PPPs and the prerequisite to create such an environment  
- Identifying the strengths and weaknesses of the sector and the most promising areas for improvement  
- Gauging and reporting the progress of reforms and tweaking them accordingly as and when required  
Emmanuel Vivant, CEO, RATP Dev Transdev Asia MD, Hong Kong Tramways |
| 1450  | Orchestrating Innovative Financing Strategies for Airport Projects  
- Strategising when and how airport operators engage with stakeholders to ensure investments are economically sustainable  
- Evaluating PPPs as a viable source of funding for airport projects  
- Identifying the right model to attract investors in emerging economies  
Sidharath Kapur, President - Finance & Business Development, GMR Airports, India |
| 1530  | Networking Refreshments                                               |
| 1600  | Establishing Customised Mechanisms for Transport Infrastructure to Reap Long-Term Benefits  
- Structuring a balanced risk vs. reward approach as an incentive for the private sector to complete projects on time and within budget  
- Leveraging on the private sector’s expertise to deliver greater value for money  
- Formulating an action plan for increasing public and private financing for social projects  
Gardphajan Udomdhammabhakdi, Director of MRT Project Development, Mass Rapid Transit Authority of Thailand (MRTA) |
| 1640  | Orchestrating a Balanced Risk Sharing Matrix Amongst Stakeholders to Ensure Project Success  
- Adopting a holistic risk scenario approach to meet stakeholders’ expectations for successful project implementation  
- Recognising the importance of project cash-flows and risk management  
- Enhancing the flow of funds for projects through new products that address the risk-reward parameters of parties involved  
Stephane Chapuis, Director, Turner & Townsend, Australia |
| 1720  | Chairperson’s Closing Remarks                                         |
| 1730  | End of Day One                                                        |

## STREAM TWO: ALTERNATIVE FINANCING

<table>
<thead>
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</tr>
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</table>
| 1410  | Unlocking the Potential of Project Bonds and Securitisation: A Case Study of Tiwi-Makban Geothermal Power Plant  
- Analysing if the project bond market is a viable funding alternative for infrastructure projects in the region  
- Examining the cost, benefits, risks and challenges in comparison to other methods of financing  
- Attracting investors for project bonds: Factoring credit enhancement, regulatory frameworks and tax neutrality  
- Evaluating the potential role of securitisation for infrastructure finance in the region  
Kiyoshi Nishimura, CEO, Credit Guarantee & Investment Facility (CGIF), Philippines |
| 1450  | Delivering More Rewarding and Higher-Value Partnerships for Infrastructure and Energy Investments  
- Ensuring upfront that projects are technically sound, properly structured and bankable in the international market  
- Managing uncertainty and complexity in infrastructure delivery  
- Mitigating bottle-necks in project delivery  
Chris Box, Director for Infrastructure Finance and Economics, Atkins Acuity, Singapore |
| 1530  | Networking Refreshments                                               |
| 1600  | Assessing Where and When Public Investments are Needed to Achieve Economic Benefit: A Case Study of Jakarta Port  
- Examining the background, development and financing instruments for port projects  
- Forecasting and analysing traffic trends to calculate the cost-benefit  
- Establishing conducive environments to attract foreign direct investment in emerging economies  
David Wignall, SVP, Indonesia Port Corporation |
| 1640  | Embracing Islamic Financing as a Viable Option for Infrastructure Development  
- Realising the potential of Islamic finance for infrastructure projects  
- Understanding the challenges and constraints for long term financing vs. conventional methods  
- Enhancing risk-sharing and asset-based financing for infrastructure projects  
Speaker to be Advised |
| 1720  | Chairperson’s Closing Remarks                                         |
| 1730  | End of Day One                                                        |
THE PROGRAMME - DAY TWO

tuesday 25th July 2017

0830 Registration and Morning Coffee

0900 Opening and Welcome Remarks from the Chairperson

0910 Plenary One: Establishing PPP Policies for Bankable Projects in Emerging Markets
Shobana Venkataraman, Head of Infrastructure Finance - Asia Pacific, Societe Generale, Singapore

0950 Plenary Two: Capitalising on the Evolving Financial Landscape to Accelerate Infrastructure Development
Gavin Munro, MD & Head of Infrastructure Finance - Asia Pacific, Societe Generale, HK

1030 Morning Refreshments

1100 Plenary Three: Minimise Challenges and Enhance Investors’ Confidence
Frederic Blanc-Brude, Member Advisory Council, World Bank Global Infrastructure Facility, Singapore

1140 Plenary Four: Designing Financing Strategies to Bridge the Funding Gap for Rail Projects
Ezwan Hazli Abdul Malek, Chief Strategy & Transformation Officer, Prasarana, Malaysia

1220 Interactive Think Tank
Bridging the Gap Between Governments and the Private Sector for Successful Project Execution
Panellist:
Shobana Venkataraman, Chief Investment Officer, International Finance Corporation (IFC), Singapore

1300 Networking Lunch

STREAM ONE: PUBLIC PRIVATE PARTNERSHIPS

1400 Chairperson’s Opening Remarks

1410 Realising the Importance of Contract Renegotiation in PPPs to Maintain Project Viability Amidst a Volatile Economic Environment
- Developing a renegotiation framework for contract re-evaluation
- Mitigating risks and ensuring stakeholders’ interests
- Engaging all parties to reset the action plan and complete projects within budget and timelines
Ramchand Karunakaran, MD, IL&FS, India

1450 Orchestrating a Project Development Facility to Ensure Feasibility and Enhance Bankability
- Having a closer look at the role of a project development facility for project success
- Designing parameters of key project achievements
- Establishing the right expertise for project preparation and delivery
Ari Firmandi, SVP, Indonesia Infrastructure Guarantee Fund (IIGF)

1530 Networking Refreshments

1600 Emphasising on Consistent Capacity Building to Enhance Public Sector Competency in PPP Initiatives
- Creating an empowering capacity building framework for effective project implementation and delivery
- Developing effective training and development initiatives to stay abreast of industry best practices
- Benchmarking using different sectors viz roads, railways, ports and healthcare
Sudath Amararatunga, Technical Manager, Precincts and Infrastructure - Infrastructure & Services Division, Transport for NSW, Australia

1640 Strengthening the PPP Procurement and Delivery Mechanism to Ensure on Time Project Execution
- Establishing a transparent procurement process to minimise legal claims and other inherent risks
- Strengthening the project delivery mechanism to attract and optimise financing
- Analysing the factors impacting PPP procurement against other procurement models to identify the most efficient method for your project
Celso Manangan, Project Director - International PPP Specialist Centre, United Nations Economic Commission for Europe

1720 Chairperson’s Closing Remarks

1730 End of Day Two
ABOUT THE FACILITATOR

Oliver Redrup is a Director in PwC’s Capital Projects and Infrastructure Team in Singapore. He has deep experience in the Infrastructure sector in the UK and throughout South East Asia. He has worked with Governments and Development Banks to improve the environment for private sector involvement and investment in infrastructure; developing PPP regulations, frameworks and delivering capacity building. He has also advised numerous investors and PPP companies bidding for PPP contracts in Thailand, Singapore, the Philippines and Myanmar. Oliver previously worked for the UK HM Treasury on infrastructure policy and spending plans and his experience spans many sectors including renewable energy, waste and transport.

Selected experience:

- **Department of Highways, Thailand** – Oliver is advising the Department of Highways on the development of the $2bn Nakhon Pathom – Cha Am road project as part of the Thai PPP Programme. The scope of work includes preparing the feasibility study, developing the financial model and preparing the contractual documentation for the PPP contract.
- **Department of Highways, Thailand** – For the Hat Yai Border Project Road, PwC is the lead financial advisor to the Department of Highways. Oliver is the lead international Director for the engagement and is responsible for the feasibility study and project structuring.
- **Singapore Co-operation Enterprise | Vietnam Government** – Oliver led a capacity building workshop on the structuring of road PPPs in Vietnam. The 3 day workshop was attended by over 30 government officials and private sector developers.
- **Project White Rock** – Oliver advised a Chinese State Owned enterprise on their bid for a SEZ and Deep Sea Port in Myanmar. Oliver undertook a commercial review of the bid documents to be submitted to the Myanmar government and is providing ongoing commercial and financial support to the client in their negotiations with the Myanmar government.
- **Singapore | KL, High Speed Rail, Land Transport Authority** – PwC is currently advising the Singapore government on the development of the international HSR project and the establishment of the Singapore delivery entity for the infrastructure works within Singapore.
- **30MW Biomass plant, Thailand** – Oliver led PwC’s advice to an energy Investor looking to develop a biomass plant in Thailand. The scope of work was focused on securing both equity and debt financing for the project.

WORKSHOP PROGRAMME SCHEDULE

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</tr>
<tr>
<td>1030</td>
<td>Morning Refreshments and Networking Break</td>
</tr>
<tr>
<td>1100</td>
<td>Morning Session Re-Commences</td>
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<tr>
<td>1230</td>
<td>Networking Luncheon</td>
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<tr>
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<tr>
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<td>Afternoon Session Re-Commences</td>
</tr>
<tr>
<td>1700</td>
<td>Course Concludes</td>
</tr>
</tbody>
</table>

WORKSHOP BENEFITS

- **Selecting** the right project finance mechanism and learning how to budget to improve efficiency, eliminate waste, cut costs and improve productivity.
- **Ensuring** that your organisation’s alignment conforms with widely accepted industry “best practice” processes & procedures addressing project risk, cost reporting, forecasting, progress of your project and cost-effective scheduling.
- **Delivering** significant bottomline ROI by successfully achieving your strategic objectives whilst saving millions of dollars in operational and process costs.
- **Customising** infrastructure project financing strategies and according to the unique demographics of individual projects and countries.
- **Adopting** an integrated project financing approach to ensure money is not lost to bad management or corruption.
- **Choosing** the most viable projects to ensure successful completion of projects within the allocated budget.
- **Formulating** multilateral and national financial plans to evaluate risks and arrange necessary funding.
- **Understanding** why maintenance is underfunded and how to overcome this challenge.

BUSINESS DEVELOPMENT OPPORTUNITIES

Does your company have services, solutions or technologies that the conference delegates would benefit from knowing about?

If so, you can find out more about the exhibiting, networking and branding opportunities available by contacting:

Ellyna Merican, Media & PR Coordinator, marcusevans Malaysia
Tel: +603 2723 6662, E-Mail: EllynaM@marcusevanskl.com
WHY YOU CANNOT MISS THIS EVENT
Infrastructure funding and finance is in a period of flux. It is clear that infrastructure needs remain pressing the world over and that governments will struggle to meet them, particularly on the heels of a volatile global economy that is having damaging fiscal impacts. Hence, there is a push by Governments around the region to encourage private sector participation in the delivery of infrastructure and public service projects.

Attend this event to examine the critical issues in global infrastructure and project financing, explore how this sector can grow in the context of an economic crisis and how to deliver more with less, thereby taking advantage of the unprecedented opportunities in this sector.

WHO SHOULD ATTEND
This large scale conference is designed to attract all those who are involved in infrastructure project financing:

Chairmen, Presidents, CEOs, MDs, VPs, Directors, GMs and Heads of:
• Railway Development Companies
• Road and Highway Development Companies
• Construction Engineering and Management
• Transportation Engineering and Planning
• Maintenance and Rehabilitation
• Infrastructure & Construction Companies
• Project Management

Building Material Suppliers
Industry Investors and Financiers
Concessionaires
Civil and Transport Engineering Firms
Rail Operators, Suppliers, Manufacturers
Facilities Maintenance Department
Business Development
Financial & Legal Advisors
Institutional Investors

Local Government, Government Departments, Agencies & Authorities:
• Ministry of Transportation
• Ministry of Public Works
• Ministry of Road Transport
• Ministry of Railways
• Ministry of Finance
• PPP Units
• Planning and Development Departments
• Civil and Transportation Departments

Business Development Department
Economic Planning Units
Projects Department
Special Projects Unit
Federal, State and Local Councillors
Regional Development Agencies
Policy and Project Directors and Officers

Consultants, Project Managers and Contractors involved in:
• Road & Highway Developments
• Railway Developments
• Urban Mass Transit Projects
• Environmental Projects
• Business Development Department
• Engineering Firms – Civil, Structural, Construction, Transportation Infrastructure
• Project Management Companies

Legal Firms
Construction
Commercial Business Developers
Facilities Maintenance
Construction
Transportation Engineering and Planning
Maintenance and Rehabilitation

Banks, Financing Institutions, Multilateral & Export Credit Agencies
• Head of Project Finance
• Head of Corporate Finance
• Head of Structured Finance
• Treasurer
• Project Manager

Financial / Industry Analyst
Chief Credit Officer
Chief Investment Officer / Investment Manager
Economist

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