

KIEN AMELITHE BLANCK CONFERENCE 2014

WHY SHOULD YOU ATTEND?

Learn from Turkey's Vision 2023 and share experiences from across the Black Sea Region

Charles of the to the

- High level speakers from both the public and private sectors
- A look at creating stable conditions for PPP projects and financing methods, including participation finance
- High levels of interactivity to boost discussion and share perspectives: 2 panel discussions and a wrap-up session
- A look at 4 different sectors: airports & ports, healthcare, energy, and transport will be examined through 6 project case studies

Supporting Organisation

Endorsing Partner

Media Partners:

















World Pensions Council









EVENT INTRODUCTION

Turkey's inspirational Vision 2023 aims to help Turkey to become one of the world's top ten economies by the 100th anniversary of the establishment of the Republic of Turkey. This not only opens huge potential for both domestic and foreign investment in Turkish infrastructure, it can also provide a model from which the wider Black Sea Region can learn as well, and utilise this knowledge in their own PPP programmes. Combined with the recent Turkish election result and the continuing political stability that this entails, the conditions for successful PPPs are still very favourable. By working together and sharing knowledge, the wider region has the potential to achieve considerable growth in the run up to 2023.

This event aims to help this co-operation and the furthering of PPP projects, through bringing together experts from both the public and private sectors, lots of interactivity and case studies, and expert presentations.

TESTIMONIALS FROM RECENT EVENTS IN OUR PROJECT FINANCE PIPELINE

"Congratulations for the efficiency in which the conference was held. The quality of the speakers and networking opportunities were excellent."

Government Relations Manager EMEA, Project Management Institute, Belgium.

"I enjoyed the conference a lot and was sorry I had to leave early."

Senior Banker, EBRD, United Kingdom.

"I thought it was an excellent conference, great discussion, well Chaired, Interesting and relevant topics. So well done to you and your team."

Director/Chief Executive, National Development Finance Agency, National Treasury Management Agency, Ireland.

"A real step ahead' for me coming from public sector."

Vice Mayor, Primaria Buzau, Romania.

"An interesting mix of practitioners, advisers, finance providers. A good networking opportunity."

Senior Credit Manager, EBRD, United Kingdom.

"Very modern approach for managing conferences. Great variety of speakers and attendees."

Senior Adviser, Agency for PPP, Croatia.

"Just a quick word to thank you and your team for the warm welcome back in Vienna and for the professional organisation and useful conference."

Investment Manager, Transport Infrastructure Investment Company, Portugal.

"I would like to congratulate you once again for the very interesting conference, you prepared in Islanbul last week. We think that it was very useful and we were able to make some contacts at the event."

Expert, Ministry of Finance, Bulgaria.

"Well organised with interesting speakers."

Business Development Director, Western Cape Government (Department of Health), South Africa.

WHO WILL YOU MEET?

- Policy makers
- senior government officials
 - investment/private banks
- private equity pension/insurance funds
- construction companies
- concession companies

- economists
- project financing specialist
 - financing advisers
- consultants
- legal firms
- PPP experts.

8:30 Registration and coffee

9:00 Welcoming note from Fleming Europe

9:05 Opening remarks from the Chair

Chaired by:

ANTHONY PEARCE

International Road Federation, United Kingdom Honorary Life Member/former Director General

TURKEY 2023

9:10 How Vision 2023 Will Transform Turkey's Infrastructure

Turkey's ambitious Vision 2023 aims to increase Turkey's GDP to \$1 trillion over the next nine years, and infrastructure investment based on PPP structures are integral to this plan. This vision encompasses the economy and foreign policy, and will help Turkey to become one of the top ten global economies in time for the 100th anniversary of the establishment of the Republic of Turkey.

- What will Turkey's infrastructure look like in 2023?
- How will this improvement progress over the next nine years?
- The ways in which Turkey will ensure that these aims are achieved.

NECMETTIN KAYMAZ

Prime Ministry Investment Support and Promotion Agency of Turkey, Turkey, Chief Project Director

09:40 EXPERIENCE SHARING PANEL: Government of Turkey and United Nations PPP Centre of Excellence

UNECE International PPP Centre of Excellence (ICoE) is the central body within the UN system to develop international standards and recommendations in publicprivate partnerships. ICoE agenda is strongly aligned with the soon-in-force Sustainable Development Goals. in resp onse to the growing demand to promote publicprivate partnerships, the ICoE established the Business Advisory Board composed of senior experts representing private companies active in various infrastructure sectors. The Business Advisory Board is designed to offer a pool of expertise to support the development of national PPP programmes and implementation of the international PPP standards, PPP Business Advisory Board, the standardsetting working teams and international platform/ specialist centers established to develop standards in such sectors as energy, healthcare, education, PPP procurement etc. are the key drivers to achieve an overall goal of the ICoE to support the UN member States in delivering best sustainable value for money PPP projects. During this session the ICoE will share and discuss experiences with PPP including cooperation with G20 during the Turkish Presidency in 2015.

GEOFFREY HAMILTON

Cooperation and Partnerships Section, UNECE

PETER WARD

UNECE international standard on PPP in healthcare policy, Team Leader

MARK HALLIDAY

Member of the UNECE PPP Business Advisory Board

Global Head of PPP

AHMET KESLI

Representatives of the Government of Turkey Vice Chairperson, UNECE PPP Team of Specialists on PPPs

10:20 Morning Coffee & Networking

10:50 What Makes a PPP Framework Attractive? The Project Sponsor's View

- How can the chance of successful long term arrangements be improved?
- How should risk be distributed?
- · A look at the award process.

GILLES ERDOGAN

Vinci Concessions, Turkey, Projects Director

11:20 PANEL DISCUSSION: Attracting and Encouraging investment in Turkey & The Black Sea Region.

GILLES ERDOGAN

Vinci Concessions, Turkey, Projects Director
It is inherent with the scale of Vision 2023 that despite
the relatively high level of private finance available in
Turkey, and the Turkish government announcing a
public financing boost, investment
in Turkey's infrastructure will need to come not only
from outside of Turkey, but also from outside of the
Black Sea Region. Panellists will discuss:

- Where are the main opportunities for foreign investment, and how can their appeal be maximised?
- Which processes need to be reliable and efficient to encourage and maintain investment once an interest is shown, and how can this be guaranteed?
- How can the balance be struck between satisfying foreign investors and keeping the Turkish Vision 2023 at the heart of the process?

BARBAROS M. KARAAHMET ESQ.

Herrick, Feinstein Danismanlik Hizmetleri Avukatlik Ortakligi, Turkey, Managing Partner

NECMETTIN KAYMAZ

Prime Ministry Investment Support and Promotion Agency of Turkey, Turkey, Chief Project Director

GILLES ERDOGAN

Vinci Concessions, Turkey, Projects Director

IDIL GURSEL, EBRD, Turkey

Senior Banker, Municipal & Environmental Infrastructure

TOMASZ KORCZYNSKI

Centrum PPP, Poland, Attorney at Law/Chief Legal Adviser

12:10 Lunch

HOW CAN PPP PROJECTS BE SUCCESSFULLY FINANCED?

13:40 Risk Sharing and Management in Turkish

PPP projects, characterized by large investments and long contract periods, involve various and dynamic risks. It is crucial for the project's success to identify these risks and efficiently allocate them between the public and private partner.

In case of Turkey, risk management should be a government-wide function, as there are different government institutions involved. In this context, Treasury attaches great importance to identifying and monitoring risks arising from the PPPs.

LERZAN ULGENTURK

Undersecretariat of Treasury, Turkey Chief of Division, Credit Risk Management Department

14:10 Investment Opportunities in the Turkish Energy Sector

- · Incentives for indigenous coal fired power plants
- Potential and support schemes for renewables
- · What will the new gas law amendment bring?

OZTURK SELVITOP

Ministry of Energy and Natural Resources, Turkey Head of Energy Policies and Strategies Department, Directorate General for Energy Affairs

14:40 Afternoon Coffee & Networking

15:30 How Can PPP Projects Be Successfully Financed?

- What are the developments in Turkey's project finance market?
- What is in the project pipeline?

LEVENT KIRAZOGLU

Garanti Bank, Turkey

Manager - Infrastructure and Real Estate

15:25 Participation Finance How Has It Developed Over The Past Year?

Even though participation finance accounts for a small part of global banking assets, it's growth rate has been considerably outstripping conventional banking, especially since 2008. With the Mayor of London recently highlighting the City of London as the next international centre of Islamic finance, and the British Government taking active steps to encourage this, there seems to be every reason to expect this growth to continue.

- What will be the wider role of participation financing over the next ten years or so?
- How can the Black Sea Region gain a strong foundation with participation finance, and stay ahead of the curve?

MURAT MAZIBAS

Borsa Istanbul, Turkey Head of Research and Business Development

15:55 PANEL DISCUSSION: How Important is Participation Finance in PPP Financing?

MOHAMMAD SHAHEED KHAN Gulf International Bank, Bahrain Vice President, Islamic Banking

The panel discussion will begin with a short overview for the audience, presented by Mohammad Shaheed Khan. The panel will then consider the fact that as participation financing is growing and has expressed an eagerness to be involved in infrastructure financing, the role and scope of this needs to be analysed so it's utilised to it's full advantage within the PPP model. The panellists will have an understanding of participation finance and PPP financing, so that they can draw conclusions from discussing the following points:

- To what extent should sukuk entities be involved in PPP models?
- What are the advantages of participation financing over other forms?
- Is the role of participation financing likely to increase in the run up to 2023 both in the Black Sea Region and beyond?

MUHAMMAD NAZIR MIAN Dubal Islamic Bank, United Arab Emirates Senior Vice President

MURAT MAZIBAS Borsa Istanbul, Turkey

Head of Research and Business Development

MURAT ALABAS

Akbank, United Arab Emirates Head of Financial Institutions

16:45 Feedback session

16:55 Closing remarks from the Chair



9:00 Welcoming note from the Chair Chaired by: ANTHONY PEARCE, International Road Federation, United Kingdom, Honorary Life Member/ former Director General

ENSURING STABILITY FOR SUCCESS

09:05 What Can Go Wrong and How to Avoid Problems

By analysing the key issues facing PPP projects and looking at what has gone wrong in certain projects, it's possible to analyse the common obstacles and take steps to avoid them.

- What are the most common reasons that projects don't go to plan?
- Which measures can be put in place to minimise risks?
 ANTHONY PEARCE, International Road Federation, United Kingdom, Honorary Life Member/former Director General

PPP IN RUSSIA

9:35 What is the PPP Outlook in Russia?

As the largest market in the region, understanding the Russian PPP experience and the key moments in structuring PPP projects is integral to gaining a comprehensive understanding of PPP projects.

NATALIA REZNICHENKO, The Russian Presidential Academy of National Economy and Public Administration/Centre of Development of Public Private Partnership, Russia Senior Researcher/Expert

10:05 General Overview: PPP in Moscow

There are a wealth of PPP opportunities in Moscow, as infrastructure needs to keep up with the rapid economic growth experienced by Russia over the past decade. As the capital, Moscow's infrastructure needs are key to helping to sustain this.

ANATOLY VALETOV, Moscow City Department for External Economic and International Relations, Russia, Deputy Head

10:20 PPP In Moscow: Case Studies

Through analysing a range of PPP case studies from Moscow, it will be clearer which projects have the greatest potential and where the opportunities are for future investment.

EVGENY DRIDZE, Moscow City Department for External Economic and International Relations, Russia, Deputy Head

10:3 Morning coffee & networking

AIRPORTS AND PORTS

11:00 CASE STUDY: Lessons Learnt from the Development of Airport PPPs

As one of the industry leaders with airports across the region, TAV Airport Holdings has a wealth of knowledge and experience of the overall area.

GOKER KOSE, TAV Airport Holdings, Turkey Head of Project and Structured Finance

11:30 CASE STUDY: Dalaman Airport Concession

As the fourth largest Turkish airport in terms of international passenger traffic, the recent tender process for operation of this airport provides an interesting insight into a PPP model in one of the key areas for PPP in Turkey.

HUSEYIN ARSLAN, YDA Group, Turkey, Chairman of the Board

12:00 CASE STUDY: Mersin International Port Infrastructure Bonds – Paving The Way For The Euture?

With 2013 seeing the issuance of Turkey's first ever infrastructure bond, Turkey's PPP market may start looking to the capital markets for funding as it enters into a period of high levels of infrastructure investment.

- What are the risks associated with such financing methods?
- Why might some projects look to this new form of financing – what advantages are there?
- Are infrastructure bonds likely to play a big part in the Black-Sea Region's future infrastructure?

IAN TWINN, IFC, Turkey Head of Portfolio, Infrastructure & Natural Resources EMENA

12:30 Lunch

ENERGY

13:30 CASE STUDY: Sofia water concession – the first water PPP in Bulgaria

- · A general overview of the PPP market in Bulgaria
- · Water sector in Bulgaria
- The characteristics of the contractual model LYUBOMIR FILIPOV, Veolia Water, Bulgaria Strategic Partnerships and Projects Director

HEALTHCARE

14:00 Turkey's Booming Healthcare Sector – What You Need to Know

In light of Vision 2023, a new emphasis has been placed on Turkey's healthcare sector with an intention to massively expand and improve its facilities and services. To complement this, a new law to regulate the use of PPP models in healthcare was passed in March 2013.

- How will this cut red tape and increase transparency?
- What are the essential requirements of which an awareness is necessary?

AHMET KESLI, United Nations (UNECE) International PPP Centre of Excellence / International PPP Platform, Turkey, Vice Chairman / Founding Partner

TRANSPORT

14:30 CASE STUDY: 3rd Bosphorus Bridge and Northern Marmara Highway

A landmark project in Turkey connecting Europe and Asia, this is key for any examination of PPP in the Black Sea Region, and its progression allows further insight into this inspirational project. ALPER AKAR, ICA-IC Astaldi, Turkey, Project Finance Director

15:00 CASE STUDY: Attiki Odos

A toll motorway system with a total of 65 kilometres of motorway forming a large part of the infrastructure of Greater Athens, this project is important not only for Greece but also for the wider region.

BILL HALKIAS, Attica Tollway Operations Authority, Attikes Diadromes SA, Greece, Chief Executive Officer

15:30 Wrap-Up Session

Attendees will share their findings and be given the opportunity to ask extra questions.

15:30 Closing remarks from the Chair

15:55 Farewell coffee and networking



Necmettin Kaymaz
Prime Ministry Investment
Support and Promotion Agency
of Turkey, Turkey
Chief Project Director

Necrettiin Kaymaz has been working with the Investment Support and Promotion Agency of Turke; (ISPAT) since its establishment. Prior to joining ISPAT, Mr. Kaymaz worked for the UN and It institutions in New York and Brussels in varior capacities. Mr. Kaymaz is a graduate of the North International University with a BSC in Policial Science and Public Administration as well as pursued postgraduate studies in International and European Relations at University in Sweden and Clobal Management at Universitat Oberta de Catal saya in Spain.

ISPAT is the official organization for promoting Turke is investment opportunities to the global busin is community. Directly attached to the Prime Hinistry of the Republic of Turkey, ISPAT provious assistance to investors before, during and a cotheir entry into Turkey.



Cilles Erdogan Vinci Concessions, Turkey Projects Director

Gilles agür Erdogan joined VINCI Concessions In 2011 and has over 15 years of experience in the construction and infrastructure sector. He is Direct at for the Turkish subsidiary of the group in charge of the development of the activities in Turkiny and the region.

As Construction Manager, Gilles Özgür has managed the construction of major projects such as Forum Ankara and Forum Sofia Shopping Centers and the Zorlu Center project.

He has advised major French companies on the development of their activities in the transport infrast acture sector for the projects financed by the 3LIs (mainly the World Bank and the IMF).

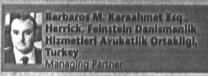
Gilles Ozgür acts also as French Foreign Trade Odvisor (FFTA) in the Sector of Turkey. Nomicated by the French Prime Minister, the FFTAs aim to advise the French Ministry of

FFTAs an to advise the French Ministry of Foreign frade in order to develop the foreign trade of France.

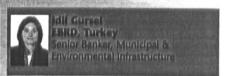
Gilles Egür holds a double Master's Degree in Civil Engineering and Finance from the

Ecole des Ponts in Paris and a Master's Degree in Mechanics from University Pierre et Marie

Curic in Paris.



Barbaros M. Karaahmet is a partner in Herrick's Corporate Department, and the co-chair of the firm's Turkish Practice Group. A Turkish-American attorney, Barbaros utilizes his wideranging international experience and contacts to assist Herrick clients with domestic and cross-border corporate, financial and litigation matters in the U.S., Turkey, Europe and a number of CIS countries. Barbaros assists international companies in establishing their U.S.operations, and frequently serves as their U.S. based general counsel. Barbaros also advises multi-national companies with respect to mergers and acquisitions and joint-ventures in international markets. His experience includes cross-border transactions for multinational and Turkish clients in a wide range of sectors including banking, finance, luxury goods, fashion, healthcare, food and beverage, hospitality, real estate, media ande-commerce. Barbaros also counsels clients on a wide range of international trade matters including multinational agreements, international codes, conventions affecting commercial transactions, and matters involving the recognition and enforcement of foreign judgments. As the co-chair of Herrick's Turkish Practice Group, Barbaros frequentlyadvises Turkish companies in their U.S. operations, and assists U.S.companies with doing business in Turkey. Barbaros and Herrick's history advising Turkish clients began in the 1980s, when Herrick led a team that successfully recovered the Republic of Turkey's fabled Lydian Hoardantiquities (Karun Hazinesi) and 1,800 ancient Greek and Lycian coins (theElmali Sikkeleri), which Connoisseur Magazine called "The Hoard of the Century." Most recently, the Republic called on Herrick to advise on the development and construction of a new and expanded Turkish Center across from the General Assembly of the United Nations. Barbaros frequently lectures and writes in English and Turkish on international trade and cross-border business issues. He is a co-author of the Turkish Law chapter in the book "International Commercial Secured Transactions" (Carswell, 2010).



Idil joined the Municipal and Environmental Infrastructure Division of the EBRD's Istanbul office in November 2013 as a Senior Banker. She is mainly responsible for private sector operations. Prior to joining the EBRD, Idil was Manager In the Project Finance Department of Garanti Bank. In 2012 and 2013, she led the Portfolio Management team of the Project Finance Department. The portfolio was comprised of project finance loans to various sectors including infrastructure, energy, utilities, cement, real estate, steel, petrochemicals etc. and the exposure was around \$13 billion. Before 2012, she was leading the infrastructure team and was responsible for the origination, structuring, credit analysis, execution and syndication of long term non-recourse/semirecourse loans provided to infrastructure and PPP projects. Her deal experience included many landmark infrastructure privatization and refinancing transactions completed in Turkey. Before 2003, Idil worked in PwC and was responsible for advising mostly foreign corporate clients targeting Turkish companies via mergers and acquisitions. Idil holds an MBA in Finance from an American University - Kogod School of Business (1999) and an MsC degree in Business Administration from Bilkent University (1997).



co-manages the public-private partnership practice and is a member of the energy and natural resources team in Denton's Warsaw He has over a dozen years' experience in providing legal assistance to Polish and foreign clients. Tomasz is recognized as a leading practitioner in the field of PPP in Poland. He has successfully acted for public and private parties on numerous infrastructure projects. Tomasz Korczynski is a main legal advisor at the Centrum PPP foundation and served as an expert for the Parliamentary Commission "Przyjazne Panstwo" [Friendly Government] charged with cutting red tape in respect of amendments to the PPP Act. He often speaks at conferences and courses on PPP both in Poland and abroad and for the last four years he has lectured at the Warsaw School of Economics. Tomasz co-authored a book "Koncesia na roboty budowlane lub usługi a inne formy realizacji inwestycji publiczno-prywatnych^a [Concession on construction works or services vs other forms of delivering PPP investments] (Wolters Kluwer, 2009) and

is an author of a number of publications and articles on public-private partnership. Tomas is an advocate (since 2010), serving for a second term as Deputy Member of the ! gional Bar Council in Warsaw. He is a W saw University graduate (Master of Laws. 2001). Tomasz also did postgraduate postgraduate studies on corporate law stud and postgraduate diploma on public (200 ment corporate law (2005) at the proc · School of Economics and is a graduate Wars of the prestigious Institute for Leadership and Man greent (ILM Diploma, Level 7), his thesis bein on PPP project management (2013). He spea Polish and English.



Lerzan Ulgenturk Undersecretariat of Treasury, Turkey Chief of Division, Credit Risk Management Department

Ms. I ızan Ülgentürk has been working for the lookish Treasury in different departments and sitions since 1996. She was appointed Economic Counsellor at the Turkish as 1 Emb v in Paris and the Turkish Delegation to the (CD between 2007-2010. She is currently credit risk management team of the with Gen Directorate of Public Finance, as chief of doon. She focuses on contingent liability man perment of the Treasury including those arisir from PPPs. She has a Bsc degree in intermional relations from the Middle East Tech al University and holds a Master's Deg from the London School of Economics and Palitical Science in International Political Economy.



Ozturk Selvitop Ministry of Energy and Natural Resources, Turkey Head of Energy Policies and Strategies Department, Directorate General for Energy Affairs

in studies and projects -which are not The : limitto the below listed ones- that were mated/participated/contributed in the coor sector are as follows: ener

- W hed actively at several stages with issues rel ed to the Electricity and Natural Gas M et Reform Processes in Turkey, including the preparation of the Strategy Papers (2004, 20 and update studies for the new one),
- C finating the studies in order to draft and ad legislations and laws related with the an ele ricity (including renewable) and natural ga sectors.
- · Pa · ipating in the preparation of country is on energy submitted to the relevant re ational organizations and comments of in IENR for the documents and reports. the
- orteur of the Energy Chapter of 10th · Ra nal Development Plan (2012) N.
- sentative of MENR in various regional • Re

and international working groups on energy; International Energy Agency – Energy

Policy In-Depth Reviews as a team member (Greece, Poland and Slovakia), EU Screening Process for energy sector

 EU Subcommittee No.6 Energy-Environment and Transportation Economic Cooperation Organization

(ECO), D-8 Energy working group meeting,

World Bank Projects

· Coordinating the energy sector privatization studies on behalf of MENR

 Studies for the preparation of the Strategic Plan for the Ministry (2009, 2013)

Team member for the preparation of the 9th National Development Plan (2006)

 Studies for the establishment of supply and demand side policies in the short and medium term

Participating in national, regional and international energy events, preparing and delivering speeches and presentations.



Levent Kirazoglu Garanti Bank, Turkey Manager - Infrastructure and Real Estate

Kirazoglu has been working at Garanti Bank - Project & Acquisition Finance Department- since 2006 and is the Manager of the Infrastructure & Real Estate team. He has banking experience spanning 11 years. Levent has an undergraduate degree in Business Administration (with the major in finance) from Marmara University, and has his masters degree in the Executive-MBA programme of Sabancı University. He has hands-on experience of project and acquisition finance deals in many different sectors including healthcare, real estate, infrastructure, transportation, energy, cement and retail. Some recent projects he worked on were the Gebze Izmir Motorway and the 3rd Bosphorus Bridge.



Murat Maxibas Borsa Istanbul, Turkey Head of Research and Business

Dr. Mazibas is Head of Research & Business Development at Borsa Istanbul. He runs the projects across a wide-variety of areas including establishing energy, metal and other commodity markets, enhancing current and designing new derivative contracts and indexes, advisory and business collaborations with global exchanges. He has 16 years of experience in financial markets in a variety of capacities (banking, investment management and academia). He worked at the Turkish Treasury and Banking Regulatory and Supervisory Agency until 2006. After completing master and PhD programmes in the UK, he worked as an Assistant Professor of Finance in the University of Exeter. He provided quantitative consultancy to global banks, asset management companies, hedge funds and sovereign wealth funds in the UK, US and Canada. He joined Borsa Istanbul in 2013. He holds a BSc degree in Economics, an MSc degree in financial econometrics, another MSc degree in Financial Analysis and Fund Management, and a PhD degree in Quantitative Finance. He has also earned prestigious CFA and FRM charters along with a banking specialist charter.



Nohammad Shaheed Khan Gulf International Bank,



Muhammad Nazir Milao Dubai Islamic Bank, United Arab Emirates



Murat Alabas Akbank, United Arab Emirates

Murat is heading the Financial Institutions department in Akbank Dubai Limited, a subsidiary of Akbank TAS financial group, one of the biggest private lender in Turkey, where he started as Business Development Manager at Dubai International Financial Center (DIFC). He was an Associate Consultant at United Investment Bank (UIB) for 2 years before joining Akbank, which is also a DIFC company regulated by the Dubai International Service Authority (DFSA). Prior to joining UIB, Murat served at Kuwait Finance House (KFH) Group in different countries including Turkey, Bahrain and the United Arab Emirates (UAE). Murat has served as a relationship manager in the Financial Institutions Team at KFH Dubai

a subsidiary of KFH Turkey, where he ponsible for managing relationships mancial Institutions in the GCC region. s to this, Murat worked at KFH Bahrain he was working in the Financial ions department and was a member of siness Development and International ion Team. Murat started his career as a chip manager with KTPB Turkey, where managing trade finance and financial ons relations inter MENA countries. ils an MBA in Financial Markets from nir University in Istanbul, Turkey. Murat ive Turkish speaker and speaks English

Limit

was

with

Previ

whe

Instit

the

Expi

relat

he v

Instit

He I

Baho

is a

fluer

Asia.

of ti

tean:

Proje

Tran:

Road

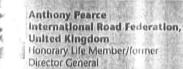
He is

the l'

Cran

care

busii



Anthony Pearce is a senior consultant on trans, at and on project financing issues, most recen on projects in Ukraine and Central 2013 he advised on the restructuring dinistry of Transport of Romania, was der of the Kyrgyz Republic Road Safety ind advised the Egyptian Ministry of I on PPPs. From 2008 to 2011 he has advise on the financing and organisation of the 10 I network in Ukraine for the project to ir rate Ukraine into the Trans-European At Networks, Between 2004 and 2007. as II. Director General of the International deration he restructured the IRF, almost doul I membership, and increased the num: 1 of member countries from 70 to 90. civil engineer with a first degree from iversity of Birmingham and an MBA from Management School. In a very varied of over 40 years he has also run a public affair company in Brussels for 11 years and been professor of European affairs at a French school for 5 years.



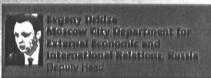
Natalia Reznichenko The Russian Presidential Academy of National Economy and Public Administration/ Centre of Development of Public Private Partnership, Russia Senior Researcher/Expert

Natalia Reznichenko is a Senior Researcher at The Russian Presidential Academy of National Economy and Public Administration, an expert Centre of development of Public-Private partnership in Russia, Along with scientific research on PPP, Natalla has more than 4 years experience in the running of large PPP projects in the infrastructure Sector in Russia. Working in KPMG from 2010, she participated in the following PPP projects in Russia: Western-High Speed Dlameter, high speed toll road Moscow - Saint Petersburg on the sections 58-684km km (several separate projects within), PPP project in respect of toll facilities intended to ensure the functioning of the toll collection system as compensation for damage caused to federal public highways by vehicles with a maximum permitted mass of more than 12 ton, construction of a bridge over the Lena river in Yakutsk, and construction and rehabilitation of the North water supply station of St. Petersburg amongst others. In 2007, Natalia worked for the Research and Design Institute of Regional Development and Transportation (commercial organization, responsible for feasibility studies design of PPP projects for St. Petersburg government) being involved in the following PPP projects: Western High Speed Diameter highway, St. Petersburg, Russia, Light rail transit line "Nadzemny Express", St. Petersburg, Russia. During this time, Natalia lectured on the "Mechanism of Public-Private Partnerships" for the Presidential Program (the program for training managers and executives for enterprises of the national economy of the Russian Federation) in the Graduate School of Management, St. Petersburg State University, St. Petersburg Russia for 3 years. Natalia has published 12 publications on public-private partnerships in leading Russian and international journals (in both Russian and English).

Anatoly Valetov Moscow City Department for **External Economic and** International Relations, Russia Deputy Head

Anatoly Valetov has been Deputy Manager at the Department of Foreign Trade and International Relations, Moscow, since July 2011. He has developed and implemented projects to attract foreign investment, established and maintained an international trades contact network, helped to develop Moscow as an international finance centre, helped to develop exhibition and conference activities in Moscow and abroad, and implemented Moscow city investment projects

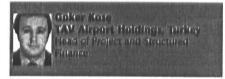
abroad. Before this, he was Deputy General Director and Deputy CEO at Rosinka, which was named one of Forbes top 10 Russian companies in July 2008. He majored in Economics and International Business at Pennsylvania State University, USA, and then majored in EU Economy and Business Law at Albert and Ludwig University, Germany. Anatoly is fluent in English, and his book Competitiveness of Real Estate Companies' was published in 2006.



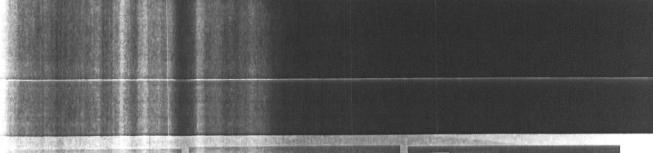
The Department for External Economic and International Relations of Moscow is the body of the executive authority of the City of Moscow, responsible for drafting and implementing municipal policy on attracting foreign investment, developing international and foreign economic ties, maintaining Moscow's international credit rating and individual debt obligations, sovereign foreign loans, holding international conferences and exhibitions, promoting Moscow as an International financial centre, and supporting compatriots abroad.

Key Responsibilities:

- · Activities in the sphere of foreign economic policy
- Plans projects to attract foreign investment
- · Legal support of activities of the Moscow City Department for External Economic and International Relations
- · Supports complex international investment projects in Moscow
- State Secretary of legal act formulation in Moscow



Goker Kose graduated from the Middle East Technical University (ODTÜ), Department of Economics, in 2002 and received his MBA degree from Bogazici University. Mr Kose started his professional career at Garanti Bank where he took part in structuring banking operations of commercial customers of the bank. He has 12 years professional experience in project finance, corporate finance, banking and treasury. Joining TAV Airports in 2006, Goker Kose worked actively in the Project & Structured Finance Department of the Company, During his tenure at TAV, he closed the financing and refinancing of eight airport projects in Istanbul, Ankara, Izmir, Georgia, Tunisia, Macedonia, Medinah and Zagreb airports, worth a total of 5 billion USD as well as taking part in several M&A processes and IPO. Kose is fluent in English and French.



Huseyin Arslan YDA Group, Turkey Chairman of the Board

Civi

Dec

199

in

Dev

Hea

and

and

pro

Ara

CULL

bn

YDA

Hea

per

3 PI

500

lan

Infra

base

for 1

on i

incl

airp

sani

Afric

Mr. !

and

- a

has

mai

and

resp Con

only! incl

doc

to-c

of I

Con

and

ingineer - METU (1992) by an Honor The Chairman of YDA Group since a Turkish conglomerate experienced gractorship, Construction, Real Estate ments, Airports, Mining & Energy, ire, Agriculture, Facility Management restments in PPP Projects on Airports pitals. YDA is still constructing various in Turkey, Kazakhstan, Ukraine, Saudi UAE, Afghanistan and Iraq. The Group's projects portfolio is more than US\$5.5 employs more than 8000 people. the leading group for the Turkish PPP Programme, and was responsible for ing the 1st PPP Hospital Project Kayseri ted Health Campus- 1.583 beds) and has ospital Projects for hospitals with almost ds.

Ian Twinn IFC, Turkey Head of Portfolio, Infrastructure & Natural Resources EMENA

inn is the IFC's Head of Portfolio, icture and Natural Resources EMENA in Islanbul. He has worked for the IFC rears, specializing for the last 7.5 years istructure investments. Projects have I debt and equity investments in ports, , rail, shipping, power and water/ ion in the former Soviet Union, MENA, Tatin America and the Caribbean, Prior to the C, he worked at the Bank of England as comist and reserve manager. He holds a BA (.1 ms) in economics, an MSc in Finance and is a Contacter holder.

> Lyubomir Filipov Veolla Water, Bulgaria Strategic Partnerships and Projects Director

bomir Filipov is a Strategic partnerships jects Director in Sofiyska voda, Bulgaria osidiary of Veolia Environnement. He ensive experience in structuring and ng PPP deals, both in the public ivate sectors. Currently, Lyubomir is ible for the overall management of the ion contract of Sofiyska voda JSC - the P in the Bulgarian water sector. His duties strategic preparation for the company nts, and the coordination of the daywork relations with the main partners company - Municipality of Sofia, State sion for Energy and Water Regulation histry of Regional development.



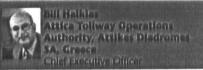
United Nations (UNECE) International PPP Centre of Excellence, Turkey Vice Chairman

Dr.Ahmet T. KESLI is the Founding Partner of Group Law Firm, and he is Founding President of International PPP Platform Türkiye. Dr.KESLI graduated from Istanbul University Faculty of Law. He is a member of the Istanbul Bar Association. He has got a Masters degree from Marmara University European Community Institute on European Union Law. He has PhD Degree on PPP Law,

In his Professional career, Dr.KESLI worked as a research assistant at Atatürk University Faculty of Law and Uluda University Department of Commercial Law. He has been working on PPP, Privatization, Commercial Law, Project Finance, Intellectual Property and Competition with many books, legal articles, publications and presentations in both English and Turkish. Recently he has written his last book on Privatization and has been writing another book on PPP. He advised companies in some of the leading Projects of the country.



Mr. Akar has been working as the Project Finance Director at ICA. Previously he was involved in the strategy and business development of investment holdings including Global Investment Holding, Akfen Holding, IC Holding and Sabanci Holding in Turkey and in the MENA-CIS-Africa Region. Prior to these, he was in the management of international funds (Central Asia Regional Growth Fund and Romanian Growth Fund) as an Asset Manager under Global Investment Management. He has extensive experience in origination, structuring, project financing of large projects scale infrastructure including toll roads, airports, seaports, hospital materials PPPs, energy and construction the business). (especially cement He has a Masters in Finance degree from London Business School, an MBA from Koc University and a BS in Civil Engineering from Middle East Technical University.



Bill M. Halkias, PE, is the CEO (Managing Director) of Attikes Diadromes SA, the Operating Agency of Attica Tollway (Attiki Odos), in Athens, Greece. He has more than thirty years of experience, the first fifteen in the USA and afterwards in Greece, and he is specialized in transportation and road infrastructure works. He has completed his Bachelor Degree in Surveying Engineering (1981) at the National Technical University of Athens (NTUA) and his Master's Degree in Civil Engineering (1984) at the New Jersey Institute of Technology (NJIT), USA. As President of the Hellenic Institute of Transportation Engineers (H.ITE) served the 2010-2012 term. He is a Licensed Engineer in Greece and a Licensed Professional Engineer (PE) in eight US states. A Fellow Member of the American Society of Civil Engineers (ASCE) and a Fellow Member of the Institute of Transportation Engineers (ITE). Member of the Board of Directors of the International Bridge Tunnel Turnpike Association (IBTTA) and a Member of the Freeway Operations Committee of the Transportation Research Board (TRB) and has served as the first Liaison Officer of these two prestigious associations. He serves on many other International Committees in the field of Public Private Partnerships (PPP) and transportation infrastructure development and has won for himself and for Attica Tollway many awards and recognitions in the field of Operating Toll Roads.