



20th Annual PPP in TURKEY and THE BLACK SEA CONFERENCE 2014

WHY SHOULD YOU ATTEND?

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

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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 Istanbul 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 public-private partnerships. ICoE agenda is strongly aligned with the soon-in-force Sustainable Development Goals. In response to the growing demand to promote public-private 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 standard-setting 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
Chief

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

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12:10 Lunch

▶ HOW CAN PPP PROJECTS BE SUCCESSFULLY FINANCED?

13:40 Risk Sharing and Management in Turkish PPPs

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

15:10 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 its 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
Dubai 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



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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

10:35 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 Future?

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, Attika 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

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

Necmettin Kaymaz has been working with the Investment Support and Promotion Agency of Turkey (ISPAT) since its establishment. Prior to joining ISPAT, Mr. Kaymaz worked for the UN and UN institutions in New York and Brussels in various capacities. Mr. Kaymaz is a graduate of the Middle East Technical University with a BSc in Political Science and Public Administration as well as pursued postgraduate studies in International and European Relations at Linköping University in Sweden and Global Management at Universitat Oberta de Catalunya in Spain.

ISPAT is the official organization for promoting Turkey's investment opportunities to the global business community. Directly attached to the Prime Ministry of the Republic of Turkey, ISPAT provides assistance to investors before, during and after their entry into Turkey.



Gilles Özgür
VINCI Concessions, Turkey
Projects Director

Gilles Özgür Erdogan joined VINCI Concessions in 2011 and has over 15 years of experience in the construction and infrastructure sector. He is Director for the Turkish subsidiary of the group in charge of the development of the activities in Turkey 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 infrastructure sector for the projects financed by the IIs (mainly the World Bank and the IMF).

Gilles Özgür acts also as French Foreign Trade Advisor (FFTA) in the Sector of Turkey. Nominated by the French Prime Minister, the FFTAs aim to advise the French Ministry of Foreign Trade in order to develop the foreign trade of France.

Gilles Özgür 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 Curie in Paris.



Barbaros M. Karaahmet Esq.
Herrick, Feinstein Danismanlik
Hizmetleri Avukatlik Ortakligi,
Turkey
Managing Partner

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 wide-ranging 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 and e-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 frequently advises 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 Hoard antiquities (Karun Hazinesi) and 1,800 ancient Greek and Lydian coins (the Elmalı 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 Gursel
EBRD, Turkey
Senior Banker, Municipal &
Environmental Infrastructure

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/semi-recourse 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).



Tomasz Korczyński
Centrum PPP, Poland
Attorney at Law/Chief Legal Advisor

Tomasz co-manages the public-private partnership practice and is a member of the energy and natural resources team in Denton's Warsaw office. 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 Korczyński 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 "Koncesja na roboty budowlane lub usługi a inne formy realizacji inwestycji publiczno-prywatnych" [Concession on construction works or services vs other forms of delivering PPP investments] (Wolters Kluwer, 2009) and

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is an author of a number of publications and articles on public-private partnership. Tomasz is an advocate (since 2010), serving for a second term as Deputy Member of the Regional Bar Council in Warsaw. He is a Warsaw University graduate (Master of Laws, 2001). Tomasz also did postgraduate studies postgraduate studies on corporate law (2003) and postgraduate diploma on public procurement corporate law (2005) at the Warsaw School of Economics and is a graduate of the prestigious Institute for Leadership and Management (ILM Diploma, Level 7), his thesis being on PPP project management (2013). He speaks Polish and English.



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

Ms. Lerzan Ulgenturk has been working for the Turkish Treasury in different departments and positions since 1996. She was appointed as the Economic Counsellor at the Turkish Embassy in Paris and the Turkish Delegation to the OECD between 2007-2010. She is currently with the credit risk management team of the General Directorate of Public Finance, as chief of division. She focuses on contingent liability management of the Treasury including those arising from PPPs. She has a Bsc degree in International relations from the Middle East Technical University and holds a Master's Degree from the London School of Economics and Political 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

The main studies and projects –which are not limited to the below listed ones- that were coordinated/participated/contributed in the energy sector are as follows:

- Worked actively at several stages with issues related to the Electricity and Natural Gas Market Reform Processes in Turkey, including the preparation of the Strategy Papers (2004, 2007 and update studies for the new one),
- Coordinating the studies in order to draft and amend legislations and laws related with the electricity (including renewable) and natural gas sectors.
- Participating in the preparation of country reports on energy submitted to the relevant international organizations and comments of the MENR for the documents and reports.
- Rapporteur of the Energy Chapter of 10th National Development Plan (2012)
- Representative of MENR in various regional

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

Levent 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 Sabanci 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 Mazibas
Borsa Istanbul, Turkey
Head of Research and Business
Development

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.



Mohammad Shaheed Khan
Gulf International Bank,
Bahrain
Vice President, Islamic Banking



Muhammad Nazir Miao
Dubai Islamic Bank, United
Arab Emirates
Senior Vice President



Murat Alabas
Akbank, United Arab Emirates
Head of Financial Institutions

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

limited liability company, a subsidiary of KFH Turkey, where he was responsible for managing relationships with financial institutions in the GCC region. Previous to this, Murat worked at KFH Bahrain where he was working in the Financial Institutions department and was a member of the Business Development and International Expansion Team. Murat started his career as a relationship manager with KTPB Turkey, where he was managing trade finance and financial institutions relations inter MENA countries. He holds an MBA in Financial Markets from Bahçeşehir University in Istanbul, Turkey. Murat is a native Turkish speaker and speaks English fluently.



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

Anthony Pearce is a senior consultant on transport and on project financing issues, most recently on projects in Ukraine and Central Asia. In 2013 he advised on the restructuring of the Ministry of Transport of Romania, was team leader of the Kyrgyz Republic Road Safety Project and advised the Egyptian Ministry of Transport on PPPs. From 2008 to 2011 he has advised on the financing and organisation of the road network in Ukraine for the project to integrate Ukraine into the Trans-European Transport Networks. Between 2004 and 2007, as the Director General of the International Road Federation he restructured the IRF, almost doubled membership, and increased the number of member countries from 70 to 90. He is a civil engineer with a first degree from the University of Birmingham and an MBA from Cranfield Management School. In a very varied career of over 40 years he has also run a public affairs company in Brussels for 11 years and been a professor of European affairs at a French business 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, Natalia 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 Diameter, high speed toll road Moscow – Saint Petersburg on the sections 58-684km (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.



Evgeny Prizhe
Moscow City Department for
External Economic and
International Relations, Russia
Deputy Head

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
TAV Airport Holdings, Turkey
Head of Project and Structured
Finance

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.



Huseyn Arslan
YDA Group, Turkey
Chairman of the Board

Civil Engineer – METU (1992) by an Honor Degree. The Chairman of YDA Group since 1992. The Turkish conglomerate experienced in Contractorship, Construction, Real Estate Developments, Airports, Mining & Energy, Healthcare, Agriculture, Facility Management and Investments in PPP Projects on Airports and Hospitals. YDA is still constructing various projects in Turkey, Kazakhstan, Ukraine, Saudi Arabia, UAE, Afghanistan and Iraq. The Group's current projects portfolio is more than US\$5.5 billion and employs more than 8000 people. YDA is the leading group for the Turkish PPP Health Programme, and was responsible for performing the 1st PPP Hospital Project Kayseri Integrated Health Campus- 1.583 beds) and has 3 PPP Hospital Projects for hospitals with almost 5000 beds.



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

Ian Twinn is the IFC's Head of Portfolio, Infrastructure and Natural Resources EMENA based in Istanbul. He has worked for the IFC for 15 years, specializing for the last 7.5 years on infrastructure investments. Projects have included debt and equity investments in ports, airports, rail, shipping, power and water/sanitation in the former Soviet Union, MENA, Africa, Latin America and the Caribbean. Prior to the IFC, he worked at the Bank of England as an economist and reserve manager. He holds a BA (Hons) in economics, an MSc in Finance and is a Chartered member.



Lyubomir Filipov
Veolia Water, Bulgaria
Strategic Partnerships and Projects
Director

Mr. Lyubomir Filipov is a Strategic partnerships and Projects Director in Sofiyska voda, Bulgaria – a subsidiary of Veolia Environnement. He has extensive experience in structuring and managing PPP deals, both in the public and private sectors. Currently, Lyubomir is responsible for the overall management of the Concession contract of Sofiyska voda JSC – the only PPP in the Bulgarian water sector. His duties include strategic preparation for the company documents, and the coordination of the day-to-day work relations with the main partners of the company – Municipality of Sofia, State Concession for Energy and Water Regulation and Ministry of Regional development.



Ahmet Kesli
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.



Alper Akar
ICA-IC Astaldi, Turkey
Project Finance Director

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 Sabancı 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 scale infrastructure projects including toll roads, airports, seaports, hospital PPPs, energy and construction materials (especially the cement business). 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 Halkias
**Attica Tollway Operations
Authority, Attikes Diadromes
SA, Greece**
Chief Executive Officer

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.I.T.E) 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.