



IIB

— DEVELOPMENT GROUP —

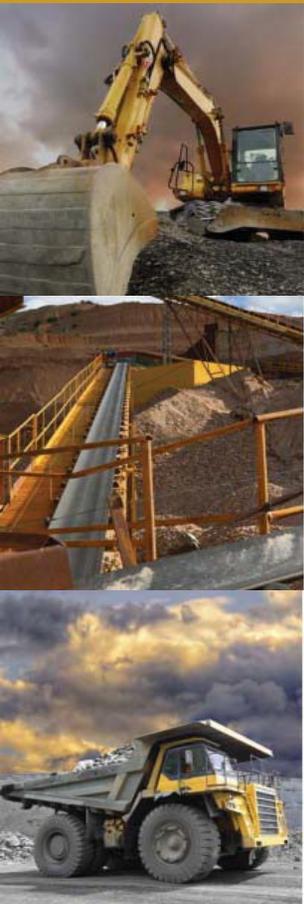




IIB DEVELOPMENT GROUP ("IIB-DG")

DEVELOPING AND FINANCING INFRASTRUCTURE WORLDWIDE

IIB-DG Conceived to fill a critical infrastructure in the Market



Emerging countries 's share of global private infrastructure investment has remained small, despite improved governance and macroeconomic conditions.

- Substantial demand for infrastructure assets exists
- Returns are attractive relative to more developed markets
- Yet here are few successful projects
- Due to lack of project structuring expertise and risk capital



Focus on fostering economic growth and industrial development of countries, while delivering a competitive return on investment.

Mission & Vision of the IIB Development Group (IIB-DG)



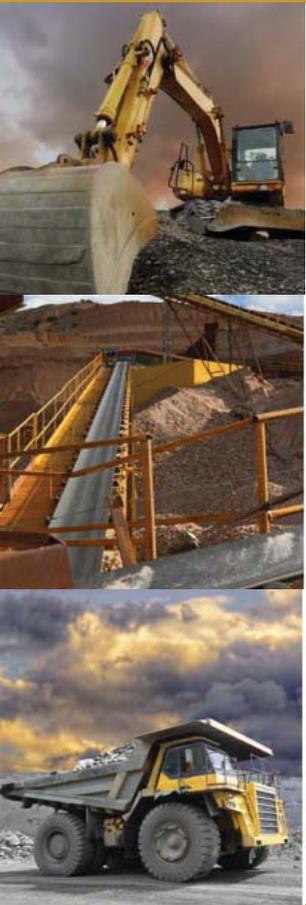
Vision

" Our Vision is of an IIB-DG regarded as a centre of excellence for infrastructure development at affordable levels using environmentally sustainable approaches."

Mission

"Meet the growing infrastructure needs of developing countries by introducing state of the art, innovative and affordable technology and work with governments and local partners, including, where possible, setting up manufacturing plants locally."

IIB-DG Specialized Sector Focus Across the World

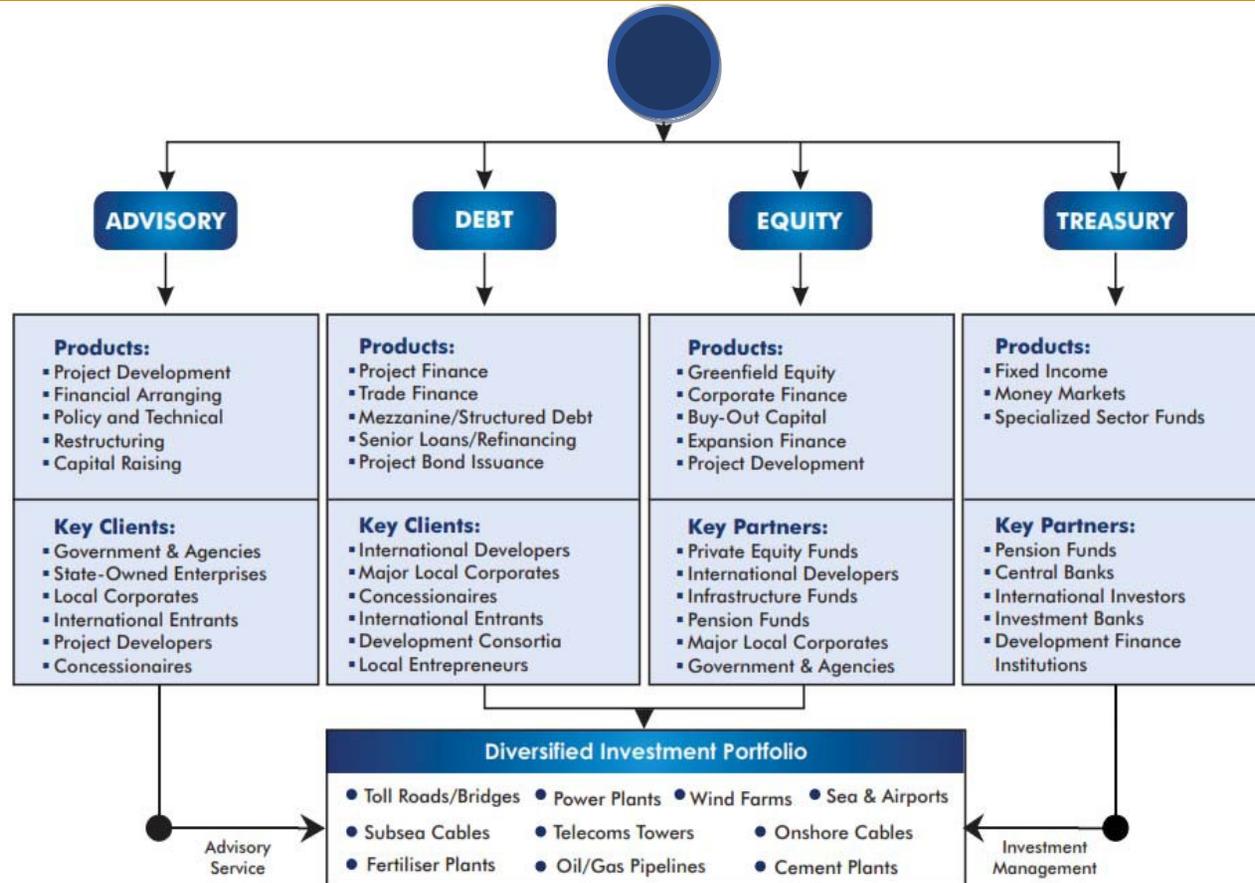


IIB-DG prioritizes sectors with simultaneously high profit, potential and developmental impact

Current focus is on originating and executing transactions in the following sectors:

POWER  IPPs, Emergency Power, Gas-to-Power, Coal, Transmission, Distribution	TRANSPORT INFRASTRUCTURE  Roads, Rail, Aviation, Ports, Marine, Logistics	HEAVY INDUSTRY  Fertilizer, Cement, Manufacturing, Refining
NATURAL RESOURCES:  OIL, GAS AND MINING Near Production, Associated Services	TELECOMS  Operators, Infrastructure, Shared Services	

Business Model: Oversight, Leading Financier, Adviser, Strategic Partner



IIB- DG `s Possible Partners if needed



AREAS OF PARTNERSHIP	 PARTNER INSTITUTIONS
Project Development	
Lenders / Partner Banks	
Co-investing in Projects	
Deal Origination	
Project Sponsors	

IIB-DG Global Standard Professional Team



The IIB-DG team comprises a diverse group of professionals, with varied competencies and significant experience in banking and infrastructure across the continent

Diversity:

Largely bi-lingual and multi-cultural group of approximately 500 professionals, from various countries across the continent and globally

Competence:

Widespread backgrounds, with qualifications in areas ranging from Engineering to Banking and Finance, Project Development and Consulting

Experience:

Team comprises professionals recruited from international investment banks, DFIs, utilities, regional banks and operating companies

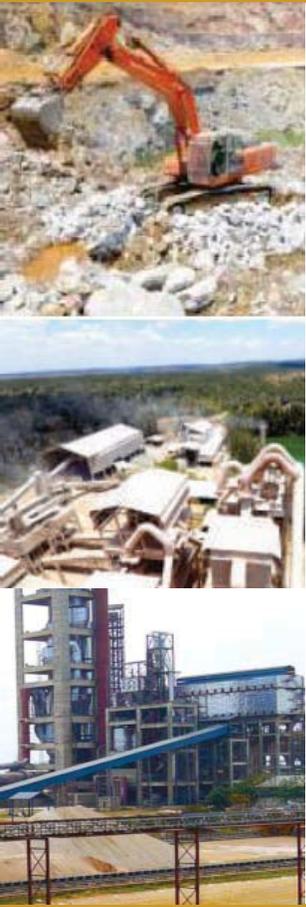


IIB-DG Value Proposition

IIB-DG has various innovative proposals for project success

Commercial Viability	<ul style="list-style-type: none"> • Need for appropriate contractual arrangements with adequate guarantees, security considerations, demand and supply, local and regional economic fundamentals, etc. • IIB would ensure the project is commercially viable for ultimate project bankability
Financial Viability	<ul style="list-style-type: none"> • Long term equity and debt financing required (particularly from local sources), as well as access to EXIM/ECA/DFI funds. • IIB-DG would leverage its balance sheet and institutional relationships for innovative local currency instruments as may be appropriate
Licensing & Regulatory	<ul style="list-style-type: none"> • Ensuring various stages of the Project are actualized on time and within a reasonable and approved budget • IIB-DG to utilize existing local network to ensure necessary and requisite regulatory and licensing approvals to fast-track project implementation.
Risk Sharing Funding Model	<ul style="list-style-type: none"> • Structuring needs to be careful to provide adequate scope for risk and cost sharing across the different stages of the Project life-cycle • IIB-DG brings unique in-house project development capacity that would supplement the project sponsors, strategic partners and local entrepreneurs' capabilities for project implementation

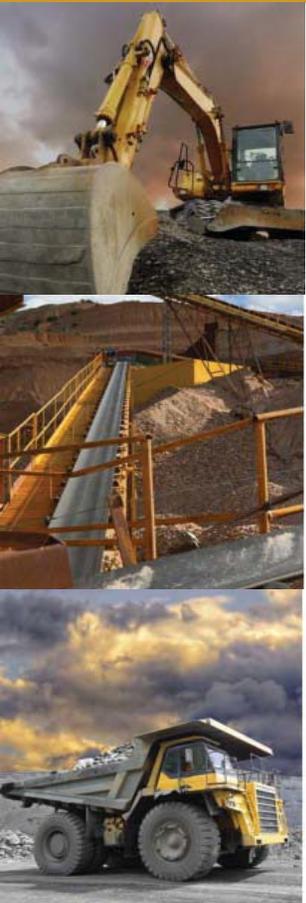
IIB-DG ensures that all key considerations for the delivery of a successful project are well managed



IIB-DG Value Proposition

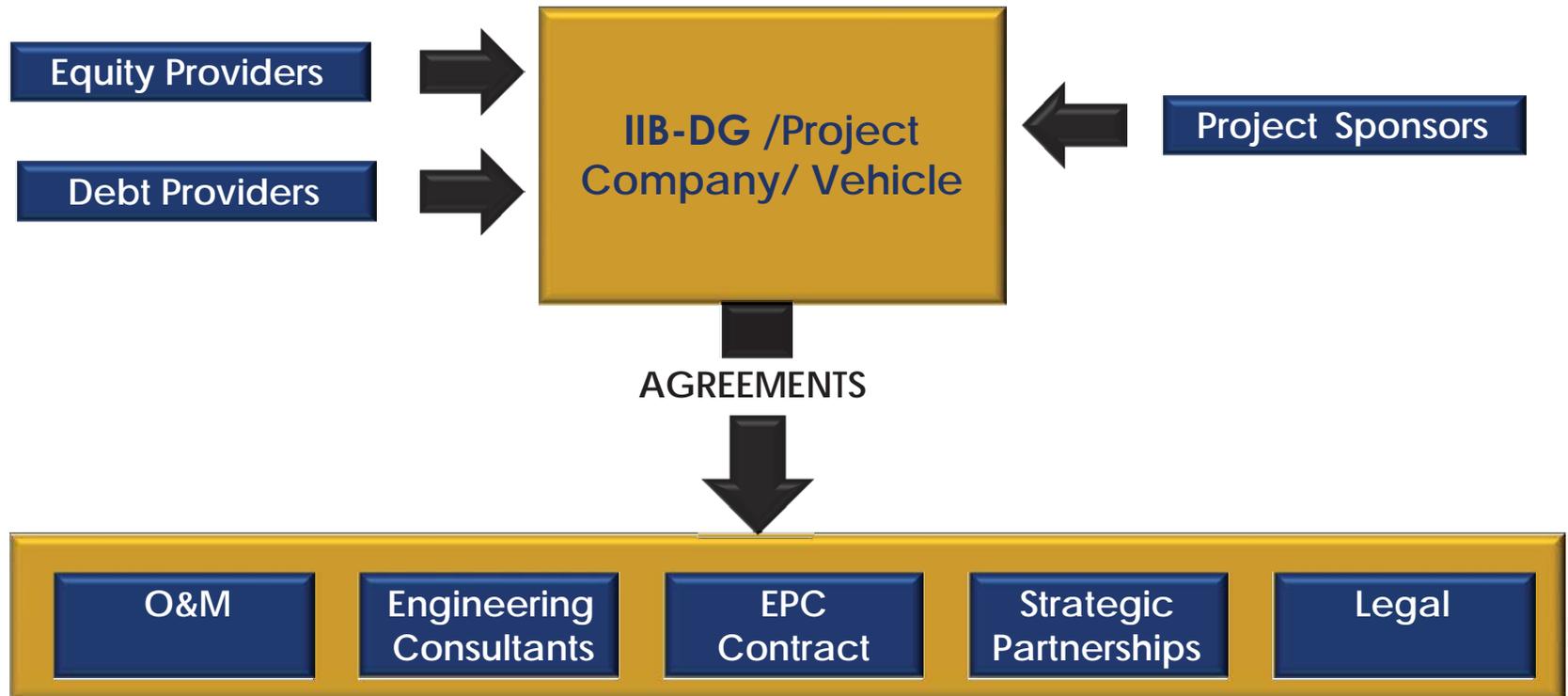
IIB-DG brings an understanding of key risks relating to industrial projects and ensures that all project risks are well mitigated

Key Risks	Critical Parameters
Contractual & Legal Framework	<ul style="list-style-type: none"> Special Project Company status, jurisdiction and arbitration, enforceability risks, collateral and security arrangements, inter-creditor arrangements, project lending agreements
Technology, Construction & Operations	<ul style="list-style-type: none"> Engineering designs, selection, permits, licenses and approvals, EPC contractor and O&M Operator credibility, engineering oversight, fuel supply issues (where appropriate)
Financial	<ul style="list-style-type: none"> Coverage of fixed obligations, Debt Service Ratio, refinancing risk, sensitivity analyses, capital structure and liquidity
Counterparty Exposure	<ul style="list-style-type: none"> Project party's due diligence (EPC contractor, O&M contractor, etc.)
Market Competition	<ul style="list-style-type: none"> Industry and sector fundamentals, demand outlook, cost structure, foreign exchange exposure, competitive advantages



IIB-DG Project Structure

IIB-DG assists in assembling strong project consortiums to ensure project bankability



IIB-DG Potential Roles

Roles IIB-DG can play towards successful financial close/project execution

Early Stage Project Support

Early-stage project development advisory/co-ordination to ensure studies, surveys, contracts, agreements, negotiations & assessments are well funded, and carried out in a manner to ensure project is bankable/completed on time.

Early Stage Equity Capital

Arrange early-stage equity capital, attracting long-term oriented investors who can provide a base for subsequent debt/equity raising and project success.

Technical Advisory

IIB-DG industry experts review and advise on engineering/construction related elements of the Project, ensuring consistency with international standards and financing realities

Debt Syndication

Syndication of long-dated debt instruments for the Project, lending IIB-DG's industry expertise, structuring ability and balance sheet.

Mezzanine Financing

Provide advisory and anchor financing for a successful issue of structured financing instruments, tailored to align with the Project cash flows.

Financial Advisory

Financial Advisory on subsequent capital raising programs including valuation support, investor education and coordination of involved in fundraising process e.g. lawyers, lenders, future potential investors, etc.

Innovative Financing Solutions

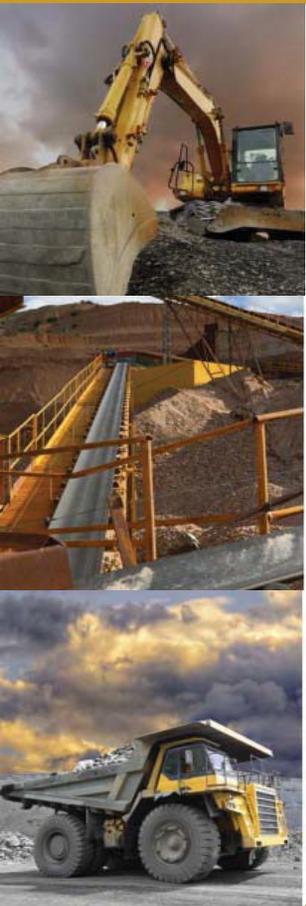
IIB-DG, working with sponsors can arrange innovative financing structures as well as provide/arrange credit enhancements necessary to lower borrowing costs.

Transactions



- VISIT IIB Development Group website to explore Completed transactions and ongoing projects in all sectors.

Projects & Transactions



VISIT IIB Development Group website to explore projects in all sectors.

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