



2nd Annual

PPP in TURKEY BLACK SEA CONFERENCE 2014

12-13 NOVEMBER 2014, ISTANBUL MARRIOTT HOTEL ASIA, ISTANBUL, TURKEY

OUR SPEAKING PANEL

Public Sector Representatives
and Associations

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

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

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

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

Centrum PPP, Poland
Attorney at Law/Chief Legal Adviser

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

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

Financial Sector Representatives

Gulf International Bank, Bahrain
Vice President, Islamic Banking

EBRD, Turkey, Senior Banker, Municipal & Environmental Infrastructure

Dubai Islamic Bank United Arab Emirates
Senior Vice President

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

Borsa Istanbul, Turkey
Head of Research and Business Development

Akbank, United Arab Emirates
Head of Financial Institutions

Garanti Bank, Turkey
Manager - Infrastructure and Real Estate

Concession and Construction Company Representatives

YDA Group, Turkey
Chairman of the Board

ICA-IC Astaldi, Turkey
Project Finance Director

TAV Airport Holdings, Turkey
Head of Project and Structured Finance

Vinci Concessions, Turkey
Projects Director

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

Veolia Water, Bulgaria
Strategic Partnerships and Projects Director

PPP Experts

Herrick, Feinstein Danismanlik Hizmetleri Avukatlik Ortakligi, Turkey
Managing Partner

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

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

Cooperation and Partnerships Section, UNECE, Chief

UNECE International standard on PPP in healthcare policy
Team Leader

Member of the UNECE PPP Business Advisory Board, Global Head of PPP

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

For speaking and panellist opportunities please contact:

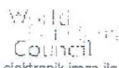
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EVENT INTRODUCTION

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.

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CONFERENCE DAY 2 | 13th November 2014

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

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

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

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

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

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 innovate 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 (UNICEF) International PPP Centre of Excellence /International PPP Platform, Turkey*,
Vice Chairman /Founding Partner

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, Attikas 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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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 (2002) 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 Ülgentürk

Ms. Lerzan Ülgentürk 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.



Öztürk Selvitop

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, 2009 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 Kırazoglu

Levent Kırazoglu 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 Mazibas

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



Muhammet Nazir Mian



Murat Alabas

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

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