

20th May 2015
Building Action
Plan Workshop

10th Annual INFRASTRUCTURE Finance & Development Summit

20th-21st-22nd May 2015, Grand Hotel Wien, Vienna, Austria

New Challenges in European Public-Private Partnership

"Rome was not built in a day." Great things take a very long time, but if something is planned and done properly and thoughtfully, it is worth it.

Expert Advisory Board

ROMAIN VERZIER
Vinci Concessions, France
Head of Structured Finance

ZORAN JELIC
C.R.E.A.M. Europe PPP Alliance
Head of Cream Europe PPP Alliance

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International Road Federation, UK, Honorary Life Member/former Director General

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Managing Director

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Ministry of Development, Central PPP Secretariat, Greece
Head of Greek PPP

JACEK PILATKOWSKI
Ministry of Economy, Poland
Head of PPP Unit

EXPERTS FROM FINANCIAL INSTITUTIONS

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Erste Group Bank AG, Austria
Head of EGI Infrastructure
Erste Group Bank AG, Austria
Managing Director - Merchant Banking, Group Corporate & Investment Banking

LUDWIG SCHMID
Unicredit Bank AG, Germany
Managing Director
Unicredit Bank AG, Germany
Head of Project Finance Munich

DOMINIK THUMFART
Deutsche Bank, UK
Managing Director, Infrastructure & Energy, Capital Markets & Treasury Solutions

LAUGHLAN WATERSTON
SMBC, UK
Deputy General Manager
SMBC, UK
Deputy Head of Infrastructure, Transport & Islamic Finance

ELLIE KAKOULLOU
Alpha Bank, Greece
Director of Project Finance and Real Estate Finance

MATTHEW JORDAN-TANK
European Bank for Reconstruction and Development, UK
Head of Infrastructure Policy

STEWART ROBINSON, Societe Generale Corporate and Investment Banking - SGCIB, UK, European Head of Project Bonds

MELCHIOR KARIGL, European Investment Bank, Luxembourg, Deputy Advisor | Structured Finance and Joint Initiatives - North, Central & South East Europe

EXPERTS FROM CONSTRUCTION COMPANIES

ANNA WIOSNA
HOCHTIEF Polska S.A., Poland
Head of Business Development and Plenipotentiary of the Management Board for the Energy Sector

ROMAIN VERZIER
Vinci Concessions, France
Head of Structured Finance

HERAKLES K. DROULIAS
Buildings Infrastructure SA, Greece, President & C.E.O.

ALPER AKAR
ICA-CONSTRUCTION, Turkey
Project Finance Director

PPP PROFESSIONALS AND SPECIALISTS

ZORAN JELIC
C.R.E.A.M. Europe PPP Alliance, Head of CREAM Europe PPP Alliance

JASNA ZWITTER-TEHOVNIK
DLA Piper, Attorney-at-Law (Austria/New York/Slovenia)

ILKKA LAKANIEMI
EU Future Internet PPP Programme, Finland
Programme Chair
Finland Chamber of Commerce, Finland, Vice President, Digitalization and Renewal

SPECIAL NEW Interaction in 2015 & BEST Features of 2014

- Building an Action Plan Workshop Day
- Future INTERNET PPP Programme - Focused Workshop
- Ministerial Governmental Spotlight session
- Financial Spotlight session
- Focused Workshop
- Fishbowl Discussion
- Case studies - 11 different countries and 11 different views
- TOP High - Level Private and Public Professionals
- The BEST Project AWARDS
- Conference Awards

PETER SNELSON
PS- PPP Consult, UK,
Managing Director

LANA DRMANIC
City of Belgrade, Office of the Mayor, Serbia
Advisor to the Mayor for IFI Communications

To Be Announced
IFC Transactions Advisory Services, Europe and Central Asia, Investment Officer

ANTHONY PEARCE
International Road Federation, UK
Honorary Life Member/former Director General

PAWEL STELMASZCZYK
European Commission, Belgium, Head of Unit, DG MOVE

DAMIR JURICIC
Agency for Public Private Partnership, Croatia
Managing Director

MICHAEL S. GEORGIAKOS
PPP Professional, Greece

TO BE ANNOUNCED
TIIC, Portugal

slido application

ENSURE THAT YOUR TIME AT THE CONFERENCE IS EFFECTIVE AS WELL AS FUN, WITH OUR NEW ONLINE EASILY ACCESSIBLE NETWORKING APP.

- ✓ Ask questions
- ✓ Vote in polls
- ✓ See the up-to-date agenda
- ✓ View slides in real time and download them
- ✓ Discuss topics via the interactive wall
- ✓ Network with other delegates on-line



BOOKING LINE: tel: +36 1 411 1929 / fax: +36 1 411 1841

EMAIL: akos.balazs@flemingeurope.com, www.flemingeurope.com



DEAR COLLEAGUES,

With this letter C.R.E.A.M. Europe PPP Alliance would like to thank Fleming Europe for inviting us to participate at 10th Annual Infrastructure Finance & Development Summit on 20th-21st-22nd May 2015, Vienna, Austria and to confirm the endorsement of the conference.

This Infrastructure Summit has established itself as a successful platform where governments and the private sector work together to deliver public-sector infrastructure through innovative public-private partnerships. Partnerships that meet the needs of the public sector and offer an attractive investment opportunity to the private sector.

C.R.E.A.M. Europe PPP Alliance can see the value of the 10th Annual Infrastructure Finance & Development Summit that will provide a beneficial platform and networking opportunity in which participants can deal with the structuring, developing and financing of infrastructure projects, discuss solutions, learn about the PPP programmes and experiences of other European countries and make the new business partnerships.

We hope our support will contribute to making 10th Annual Infrastructure Finance & Development Summit a successful event and highly recommend to you to attend it.

Yours sincerely

ZORAN JELIC
Head of CREAM Europe PPP Alliance

DIPL.-ING. ZORAN JELIC
C.R.E.A.M. Europe PPP Alliance

Head of CREAM Europe PPP Alliance



Zoran Jelic is initiator and co-founder of the C.R.E.A.M.

Europe PPP Alliance Network and EU Project Co-ordinator for the Public Private Partnership Alliance. He developed since 2001 the EuroPPP and MasterPPPlan initiatives and thereby started a promotional campaign got infrastructure PPP projects at political and economic institutions like European Commission, EIB, IFIs, Development Banks and others. Before that he worked 5 years as project developer and strategic consultant for diverse public and private clients. Currently he is involved as strategic PPP Advisor in different transport infrastructure projects. He earned his Dipl.-Ing. / Masters in Munich, Germany, in mechanical engineering, where he worked several years in information and communication technology sector. His speciality is holistic project development by Life-Cycle Project Alliancing and Project Financing.



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Event Introduction

People need roads for transport, hospitals for being treated, schools for education, prisons for rehabilitation. The whole world needs great INFRASTRUCTURE SYSTEMS. It does not matter if we are talking about social infrastructure or transportation infrastructure: each of them should be done correctly for the operation of both a society and a business. And how can it be done?

One of the answers is Public-Private Partnership. If there is good cooperation between the public and private sector and the conditions are adjusted exactly and in the right manner, PPP is still an effective and successful tool for the delivery of public services, as long as it is planned and financed properly.

But even though Public-Private Partnership and the ways how to go about it successfully have been discussed for many years; even though there are many successful PPP projects and there is huge PPP potential - something is still missing to take advantage of it one hundred percent in many European countries.

Our prominent speakers from the public and private sector will deliver detailed and specific presentations and interactive sessions about the challenges in PPP and the most frequently made mistakes as well as how to avoid them to achieve successful PPP cooperation. Experts from the European Commission and the EBRD will present their efficient investment plans. A NEW Future Internet PPP Programme Workshop and a specific "RISK" focused Workshop will show how to make the cooperation between the public and private sector much more effective.

9th Annual PPP in Europe Conference Distribution of participants

GEOGRAPHICAL BREAKDOWN

WESTERN EUROPE	35%
CEE + SEE	47%
OTHER	18%



SECTOR BREAKDOWN

PRIVATE	52%
PUBLIC	48%



DELEGATE JOB TITLE BREAKDOWN

CXOS/HEADS/DIRECTORS/PRESIDENTS	56%
PPP EXPERTS	23%
SENIOR MANAGERS	14%
SPECIALISTS	7%



"WHAT DID OUR PAST ATTENDEES SAY?"

"Congratulations the efficiency with which the conference was held. The quality of the speakers and networking opportunities were excellent. Overall, great discussions on PPPs."

Government Relations Manager – EMEA, Project Management Institute, Belgium

"The event and the information I acquired were above my expectations and will be a true asset for the future."

Head of State Resources, Ministry of Finance, Latvia

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

Investment Director, Transport Infrastructure Investment Company, Portugal

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

Senior Credit Manager, EBRD, United Kingdom

WHO WILL YOU MEET?

- policy makers
- senior government officials
- experts from investment/private banks
- representatives from private equity/insurance funds
- professionals from construction and concessions companies
- economists
- project financing specialists
- financing advisers
- consultants
- legal specialists

Building an ACTION Plan WORKSHOP – 20th May 2015

Managing RISKS in Public-Private Partnership to make a successful PPP project

This very interactive and focused workshop will provide all the attendees with beneficial knowledge, practical experience and benchmarking opportunities, it will help and assist them to acquire top experience in Risk Management in Public-Private Partnership.

MEET THE WORKSHOP LEADER:



Peter Snelson

PS- PPP Consult, UK, Managing Director

Peter has held senior positions in both the Public and Private Sector in the UK with a career spanning almost 40 years. He is Managing Director of PS-PPP Consult, an independent Consultancy providing Management Consultancy, Project Management, Technical Advisory and Training Services to government agencies, IFI's, contractors and concession companies world wide on the development of Public - Private Partnerships to deliver major infrastructure projects. His client base includes the International Finance institutions; EBRD, EIB and the World bank, the Governments of Slovenia, Romania, Hungary, Poland, Georgia, Croatia, Bosnia and Herzegovina and Macedonia: as well as the City of Prague. Peter is past Chairman of the Board of Directors of the Association for European Transport.

13:00 Registration & coffee 

13:20 Welcome note from Fleming Europe

13:25 Introduction by the Workshop Moderator & creating "Team groups"

The participants will be divided into different groups, according to their preference – what kind of PPP project they are mostly interested in. (road, energy, healthcare,..). Each group will have a leader, who will be appointed in advance – it will be Finance Expert, Lawyer, Construction Expert or Governmental Expert.

13:35 The successful PPP project

The task of each group is to create a successful fictive PPP project

However, the team will hit a snag - that's why it is necessary to predict all potential risks and unexpected situations in advance.

- It is up to the participants to decide what kind of project they will create
- The team needs to develop what they see as the best possible project
- The group should ensure all various stakeholders are considered
- The participants cannot use specific names of countries, companies, ministries or people, everything should be invented

- The participants have to think about:
 - type of project (concession, PPP, on balance sheet, off balance sheet)
 - content of service delivery (Design, Build, Finance, Maintain / Finance and Maintain Only / Maintain Only / Provide Specialised Service, Hospitals, Schools, Prisons),
 - who the stakeholders are and what they expect,
 - the investment and the size,
 - payment mechanism,
 - the conditions,
 - what should be done by each stakeholder through the whole process

14:20 The team has to define all potential RISKS in different phases of the project

(in the project development/contracting/procurement/financial close/operation,...). In this part it is not necessary to come up with the concrete solutions: just concentrate on the potential risks and define them.

14:50 Feedback on the RISKS identified

15:10 Developing ways to mitigate the RISKS that have been identified

The team has to investigate the RISKS and develop potential solutions to them. An unforeseen major obstacle will be introduced by the workshop moderator and the teams have to decide whether:

- The project can go ahead as first planned
- The project needs to be changed to make it successful, and what those changes are
- The project cannot work with the risks involved

15:50 Coffee & networking 

16:20 Project SUMMARIES

Each team will present their project and the strategies on "How to cross the river" when the risks are evaluated.

17:20 Discussions between the teams, related to the different presented projects and solutions.

17:40 The BEST project AWARDS

17:55 Closing & feedback session

18:05 Buffet dinner 

MEDIA PARTNERS



Day 2 / May 21, 2015

8:15 Registration & coffee 

8:50 Welcoming note from Fleming Europe

8:55 Opening Remarks from the Event Chair
Chaired by: **Anthony Pearce**

OPENING KEYNOTES

9:00 KEYNOTE 1 Current situation on the CEE & SEE market,
121 SESSION: View of an experienced PPP professional in the public and private sector & the View of the Western European international construction company

- Overview of the market in CEE and SEE and how it has developed over the last year
- A Huge Potential market, but what is missing to make it?
- The reasons, why many PPP projects cannot achieve success
- Is the problem poor political stability and policy making? Is it corruption?

Peter Snelson, PS- PPP Consult, UK
Managing Director

Romain Verzier, Vinci Concessions, France
Head of Structured Finance

9:40 Ministerial Governmental SPOTLIGHT SESSION, following the morning keynote
Different opinions and points of view of four Governmental professionals from four countries, who will have 15 - minutes' presentations about:

Comments on the morning keynote, related to the specific country's unique situation
What are the next steps/plans, related to PPP projects?
The biggest "fish" on the market
What is wrong with PPPs – unsuccessful or pending projects

- PPP Market in Italy: volume, features and tendencies;
- Legal and institutional framework : opportunities and burdens
- Lessons to be learned

Gabriele Pasquini, Presidency of the Council of Ministers, Italy, Head of PPP and Public Utilities Regulation Unit

- Legal framework,
- Institutional aspects,
- PPP market,
- PPP database,
- Blended projects

Jacek Pilatkowski, Ministry of Economy, Poland
Head of PPP Unit

- 2014 PPP projects in Greece: Telematics system PPP for Athens Urban Transportation, Electronic ticket system by the Athens Urban Transport Organization, Rural broadband development project in Greece - lot 1 – lot2- lot3)
- Innovative financing
- Financial engineering instrument JESSICA- EIB
- Blending EU grants and private capital

Nikos Mantzoufas, Ministry of Development, Central PPP Secretariat, Greece, Special Secretary
Head of Greek PPP

10:40 Questions from the audience and follow - up Discussion

11:00 Morning coffee & networking, connected with "MAKE IT HAPPEN" Session:
• Networking and Exchanging the **Business Cards**
• Whole Conference **GRAFFITI BOARDS:** space for the messages, business cards, comments

11:30 KEYNOTE 2 Help for "SELFHELP" Private and Public view

- PPPs – sustainable strategy for the public sector to fulfil the public needs and sustainable export investment strategy for the private sector to make a profit
- Hey public sector! Don't just wait for international investors, take the steps to attract them
- Make the project BANKABLE
- The right environment and conditions for the project

Public view: Zoran Jelic, C.R.E.A.M. Europe PPP Alliance, Head of CREAM Europe PPP Alliance

Private view: To Be Announced, TIIC, Portugal

Greek Experience: Innovative Public - Private Partnership

12:10 Project Bundling - "Neighbourhood Cooperation"

- The challenge for CEE & SEE
- Many underdeveloped old infrastructural objects in these regions
- The risks for the private and public sides

Michael S. Georgiakos, Buildings Infrastructure SA, Greece, General Director of Development

12:35 CASE STUDY Greece: Attica Schools projects 

- The first PPP deal to reach financial close in Greece since 2009
- Jointly funded by the EIB and the EU's JESSICA fund
- The construction and maintenance of 24 school buildings
- Total funding of over 110 million euros

Private view: Ellie Kakoullou, Alpha Bank, Greece, Director of Project Finance and Real Estate Finance

Public view: Herakles K. Droulias, Buildings Infrastructure SA, Greece, President & C.E.O.

NEW FUTURE of Public-Private Partnership

13:00 WORKSHOP Future Internet PPP Programme

- A specific form of PPP collaboration, launched by the European Commission
- Move on, do not be conservative and be sure to use smart technology in the projects
- Challenge for the various infrastructure sectors to cooperate within Public-Private Partnership
- Make the projects smart and efficient

Ilkka Lakaniemi, Finland Chamber of Commerce, Finland, Vice President, Digitalization and Renewal | EU Future Internet PPP Programme, Finland, Programme Chair

13:50 Lunch 

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FINANCING

15:00 EU Investment Plan of European Commission

- **300 billion euros – the money taken from the EU budget comes from the Horizon 2020 and Connecting Europe budget lines**
- Where will it be spent?
- European fund for strategic investment and new infrastructure activities
- How can this plan affect Public Deficits?

Melchior Karigl, European Investment Bank, Luxembourg, Deputy Advisor | Structured Finance and Joint Initiatives - North, Central & South East Europe

15:15 Connecting Europe Facility

- financing the projects with filling the gaps in Europe's energy, transport and digital backbone
- making Europe's economy greener in line with the Europe 2020 Strategy

Pawel Stelmaszczyk, European Commission, Belgium, Head of Unit, DG MOVE

15:45 Germany: A7 motorway PPP

- First project bond financing executed in the German, First PBCE deal in Germany
- First EUR bond in which a group of investors have subscribed to a deferred draw structure through a construction period exceeding four years
- Investors able to give firm commitments at a fixed spread for final bid submission (holding price for 6 months)
- Increased appetite, commitment and flexibility available in the project bond market

Stewart Robinson, Societe Generale Corporate and Investment Banking – SGCIB, UK
European Head of Project Bonds

16:10 Afternoon coffee & networking

16:40 EBRD launches Infrastructure Project Preparation Facility

- Creation of a 40 - million euro Infrastructure Project Preparation Facility (IPPF) to make prepared projects in the infrastructure sector more efficient
- Context and reason for being of IPPF
- Basic goals and expected outcomes
- Basic structure of delivery mechanisms and capacity building
- PPPs vs Public Sector Investments: How does the IPPF treat differing procurement modalities?
- Importance of value for money and monitoring
- IPPF's relation to the other PPFs from the MDB community

Matthew Jordan-Tank, European Bank for Reconstruction and Development, UK
Head of Infrastructure Policy

17:05 Financial SPOTLIGHT session, followed by Panel Discussion

The current situation on the market from the Bank's perspective

High level, experienced financial professionals from 3 international banks

What could attract the banks as stakeholders?

PPP – a promising and efficient tool for financing the projects?

- PPP markets in Central and Eastern Europe
- Key factors for success
- Funding of PPPs in CEE
- Lessons to be learned

17:05 Markus Kriegler, Erste Group Bank AG, Austria

Managing Director – Merchant Banking, Group Corporate & Investment Banking | Head of EGI Infrastructure

17:20 Laughlan Waterston, SMBC, UK

Deputy General Manager, Deputy Head of Infrastructure, Transport & Islamic Finance

17:35 Ludwig Schmid, Unicredit Bank AG, Germany

Managing Director
Unicredit Bank AG, Germany,
Head of Project Finance Munich

17:50 Pannel Discussion

Panelists:

Markus Kriegler, Erste Group Bank AG, Austria

Managing Director – Merchant Banking, Group Corporate & Investment Banking | Head of EGI Infrastructure

Laughlan Waterston, SMBC, UK

Deputy General Manager, Deputy Head of Infrastructure, Transport & Islamic Finance

Ludwig Schmid, Unicredit Bank AG, Germany

Managing Director

Unicredit Bank AG, Germany, Head of Project Finance Munich

Jasna Zwitter-Tehovnik, DLA Piper

Attorney-at-Law (Austria/New York/Slovenia)

18:05 Closing remarks from the Chair

Delegates are cordially invited to attend a NETWORKING COCKTAIL RECEPTION



A European center of culture, the beautiful city of Vienna welcomes its guests with open arms and an open heart. Vienna is clean, green and safe and provides multiple opportunities to its visitors. Historical buildings blend in with modern architecture and tradition meets novelty. As the gateway to the CEE region and a popular destination among conference travelers, the city is a prime location to host this event.

Day 3 / May 22, 2015

8:50 Opening remarks from the Chair
Chaired by: **Peter Snelson**

9:00 **KEYNOTE** **What can go wrong with PPP projects 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.

- Does it matter if PPPs go wrong?
- Examples of what can go wrong
- Lessons learned on how to avoid problems

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

TRANSPORTATION

► RAILS:

9:20 **CASE STUDY United Kingdom: Intercity Express Programme**

- Faster services and additional capacity to major UK cities
- Largest transaction closed in the European PPP market during the first half of 2014
- Value of the project is 2.6 billion euros
- New electric and bi-mode trains
- 730 jobs + 92 highly reliable and modern trains

9:45 Morning coffee & networking 

► ROADS:

10:15 **CASE STUDY The Norther Marmara Motorway (120km) together with the 3rd Bridge over Istanbul's Bosphorus**

- World's widest suspension bridge and the longest span for a suspension bridge with rail system
- Innovative financing structure with the participation of 8 Banks, rewarded Best Public-Private-Cooperation Modeled Project Financing Award of Europe, Middle East and Africa Region (EMEA) in 2013
- Total investment value of US\$ 3Billion
- The highest project finance facility ever secured for a greenfield project in a single contract in Turkey

Alper Akar, ICA-CONSTRUCTION, Turkey
Project Finance Director

10:40 **CASE STUDY Russia: M11 Moscow-St Petersburg**

- The first public-private-partnership (PPP) venture project in Russia.
- 141km section of M11 between Moscow and St Petersburg
- Alternative route to the M10 Highway, one of the busiest highways in Russia

► AIRPORTS:

11:05 **CASE STUDY Croatia: Zagreb Airport Concession**

- What is the financing structure of the project?
- Investment rationale
- The new terminal is expected to serve 5 million passengers annually, instead of the current 2 million
- Transaction parties and Key Credit Considerations
- What can we learn from this successful project?

Dominik Thumfart
Deutsche Bank, UK

Managing Director, Infrastructure & Energy, Capital Markets & Treasury Solutions

11:30 **SPECIAL FEATURE - FISHBOWL Discussion**

- We will have four chairs arranged in an inner circle ("the fishbowl") and the remaining chairs in concentric circles outside the fishbowl.
- We will start with a "closed fishbowl" with four chairs filled by our Moderator and Speakers. This Audience (medzeru medzi audience & outside) outside the fishbowl will first listen to the discussion and then we will switch to an "open fishbowl" where one chair will be empty. Any member of the audience can, at any time, occupy the empty chair and join the fishbowl. When this happens, an existing member of the fishbowl will voluntarily leave the fishbowl. The discussion continues allowing several people to participate in a focused conversation!

TOPIC: Discussion, related to specific PPP projects, discussed within this Transportation part and related to Transportation PPP projects

11:55 **Procedure of combining European Structured & Investment Funds (ESIF) with PPP – the Croatian experience**

- Importance of combining financing for public clients;
- Why is important to define a clear and transparent procedure for the blending process?
- Who is interested and why in defining procedure in programming documents?
- Transparent procedure as an accelerator in realisation of PPP projects

12:15 Feedback session

12:25 Lunch



ENERGY

13:40 CASE STUDY Lithuania: Vilnius City Street LIGHTING PPP project

- Reducing energy consumption by more than 70%
- Implementation of the most sustainable environmental solutions
- The city's entire lightning system was totally modernised all at once

HEALTHCARE

► **TWO STORIES: TWO projects in TWO different stages, Germany and Slovakia**

14:05 CASE STUDY Germany: University Medical Centre Schleswig-Holstein

- Great example of how the flexible financing option of PPP is able to use the ample liquidity of private investors in order to support and expand social infrastructure and at the same time make the burden on public-sector budgets easier
- The largest university hospital in the state of Schleswig-Holstein, with its 2,400 inpatient beds and more than 340,000 patient cases and one of the largest university hospitals in Europe with more than 70 clinics and institutes
- 30-year project term with overall investment volume of 520 million euros

14:30 CASE STUDY Slovakia: Bratislava university hospital PPP

- The first PPP project in the health-care sector in Slovakia
- Full scale PPP versus PFI
- Project development – from feasibility study through market sounding to public procurement
- Risks and uncertainties – policy and politics
- Role model for Central and Eastern Europe?
- Over 700 beds and the ability to handle approximately 40 000 hospitalisations annually
- Project investment is estimated at €250 million and the total duration of the project is approximately 30 years

Ivan Poprocký
Ministry of Health, Slovak Republic
Director at Institute for Health Policy

WATER & WASTE

14:55 CASE STUDY Poland: Poznań waste to energy PPP

- One of the most progressive greenfield projects in Poland attempting to combine EU funds with a PPP structure
- It all started in 2013: what is the progress from 2013 until now?
- The current status of the project

Anna Wiosna

HOCHTIEF Polska S.A., Poland

Head of Business Development and Plenipotentiary of the Management Board for the Energy Sector

15:20 CASE STUDY Serbia: Belgrade Waste Treatment and Disposal PPP Project

Path to the implementation of PPPs in Serbia

- opportunities and challenges
- taking the example of the City of Belgrade and its waste to energy PPP Project

To Be Announced

IFC Transactions Advisory Services, Europe and Central Asia

Investment Officer

Lana Drmanic

City of Belgrade, Office of the Mayor, Serbia

Advisor to the Mayor for IFI Communications

COURTS

15:50 CASE STUDY France: New Paris Courthouse PPP

- Design, building, financing and operation of a new court building in the Batignolles district
- Rearrangement of various facilities currently dispersed around the capital
- Financial close – reached, current status: GO AHEAD

16:15 CONFERENCE AWARDS

16:30 Closing remarks from the Chair & Fleming Europe

16:40 Farewell coffee & networking

