



# Infrastructure insights

**Tender Schedule PPP Projects  
Dirección General de Concesiones Chile**

**Deal Advisory  
KPMG in Chile**

**1st Edition - August, 2023**





# Content

Chilean Concession System

Tender Offer Agenda

Why KPMG

Deal Advisory Chile

Deal Advisory Infrastructure

Team

Experience

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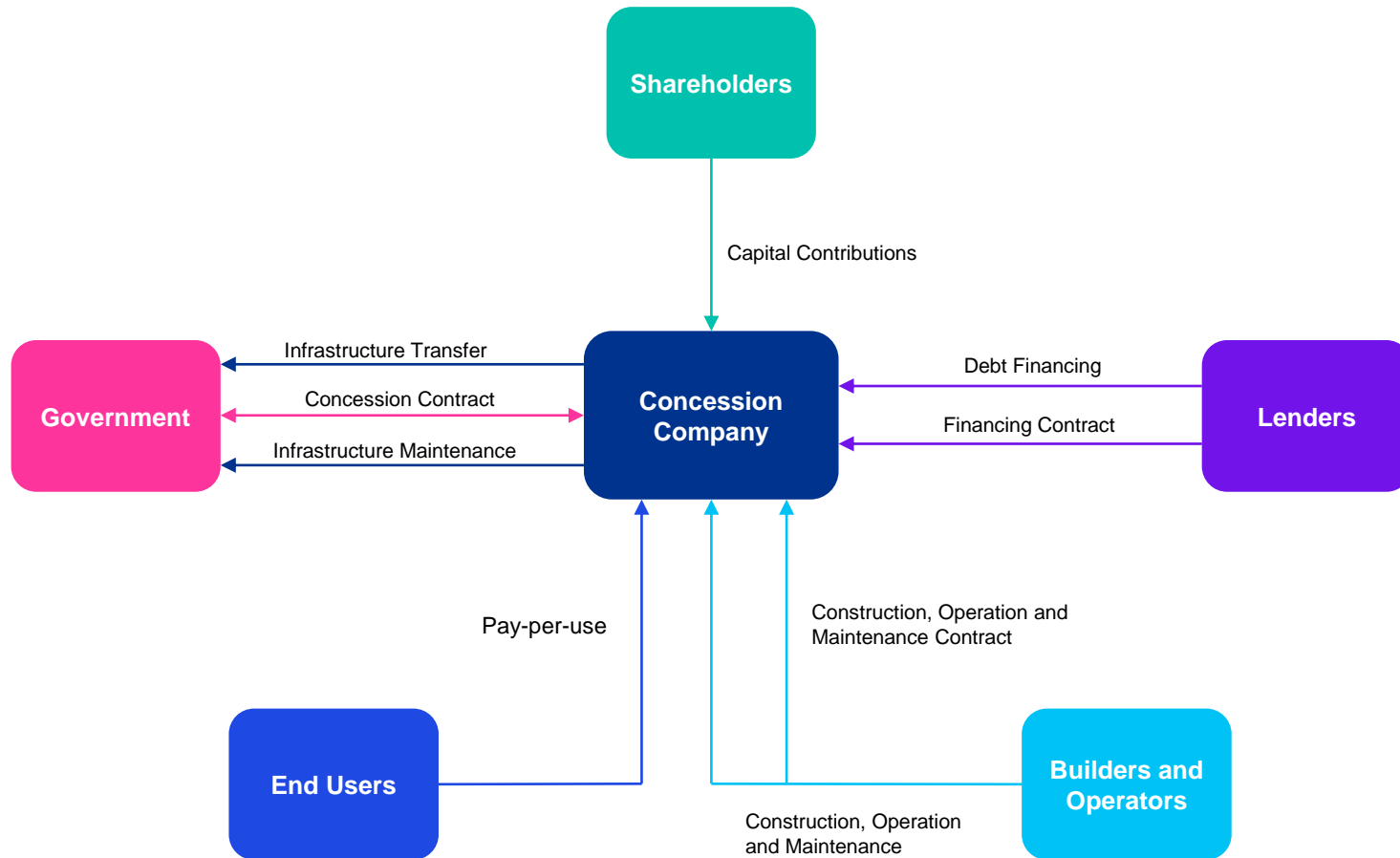
KPMG in Chile

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# Chilean Concession System

# Chilean Concession System Relationships in the Concession System



Source: Cuenta Pública 2022 (April 2022 – March 2023), Dirección General de Concesiones de Obras Públicas

## Chilean Concession System

The MOP, through the Office of Concessions (DGC), has the mission of promoting the Public-Private Partnership policy, which has significantly increased the state's assets by allowing private financing and management schemes to cover important gaps in public infrastructure, as well as increasing connectivity and the quality of life of the inhabitants of different areas of the country.

The main types of concession of the Chilean system are:

- Roads
- Hospitals
- Airports
- Dams
- Others

The main phases of the Chilean concession system are:

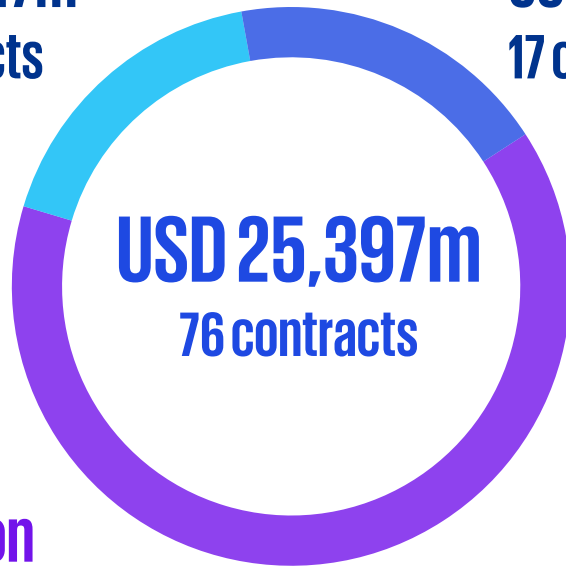
- Development: Evaluates the feasibility of projects
- Bidding: Prequalifies, receives bids and award
- Construction: Controls quality and risk management
- Operation: Ensures the correct operation and maintenance of the works associated with the contract.

# Chilean Concession System

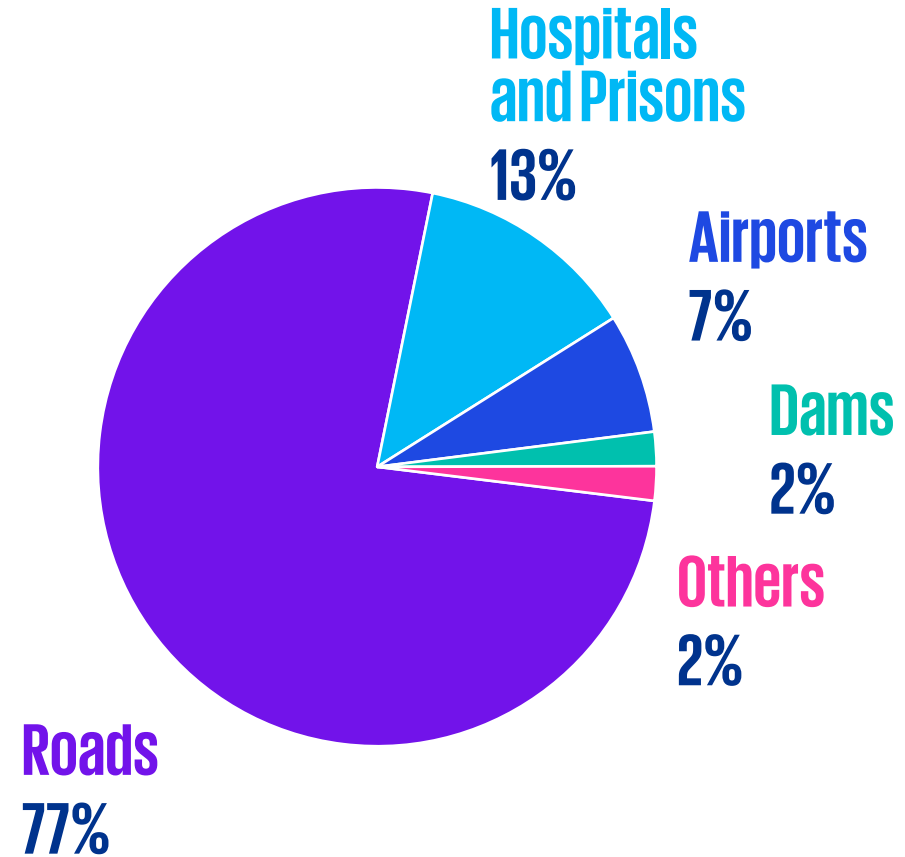
## Active Contracts

**Const. & Op.**  
**USD 4,447m**  
**11 contracts**

**Construction**  
**USD 4,747m**  
**17 contracts**



**Operation**  
**USD 16,202m**  
**48 contracts**



Source: Cuenta Pública 2022 (April 2022 – March 2023), Dirección General de Concesiones de Obras Públicas


# Chilean Concession System

## Active Contracts – Operation


**48**  
Contracts




**USD 16,202**  
million of investment

 **3**  
Hospital contracts


- 4 high complexity hospitals :
- Hospitals Maipú and La Florida
- Hospital Antofagasta
- Hospital Félix Bulnes

 **28**  
Road contracts


- 21 interurban road concessions
- 7 urban road concessions

 **1**  
Dam contract


- Dam Convento Viejo

 **7**  
Public buildings

- Santiago Justice Center
- Land Port Los Andes
- Indoor Stadium Park O'Higgins
- Among others

 **3**  
Penitentiary institutions

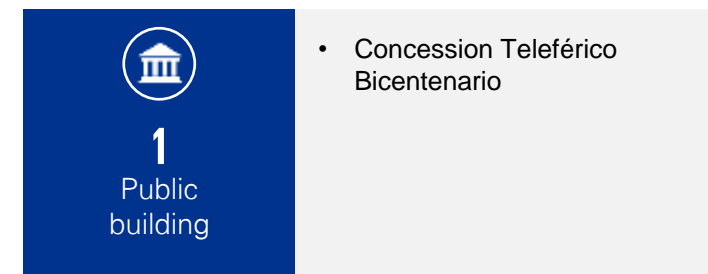
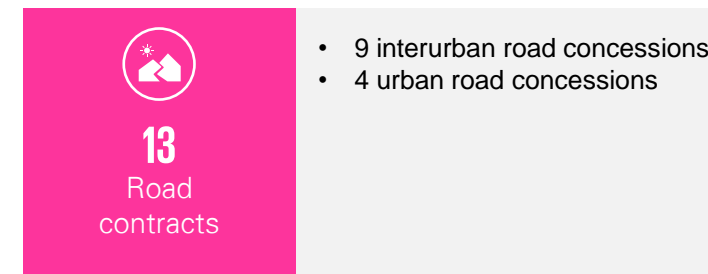
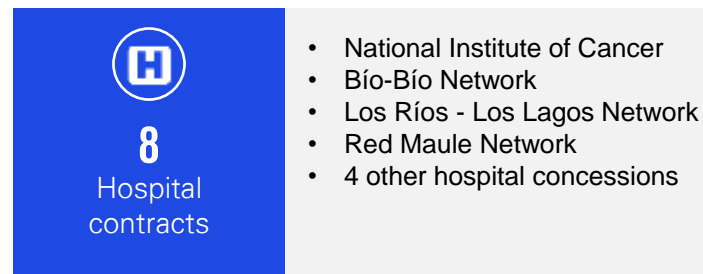
- Group I: Iquique – La Serena – Rancagua
- Group II: Antofagasta – Concepción
- Group III: Santiago – Valdivia – Puerto Montt

 **6**  
Airport contracts

- Airport El Loa Calama
- Airport Cerro Moreno Antofagasta
- Airport Atacama Region
- Among others

Source: Cuenta Pública 2022 (April 2022 – March 2023), Dirección General de Concesiones de Obras Públicas

## Active Contracts – Construction & Operation



Source: Cuenta Pública 2022 (April 2022 – March 2023), Dirección General de Concesiones de Obras Públicas

## Chilean Concession System

# Tender Offer Agenda 2022 – 2025 (1/2)



Source: Dirección General de Concesiones: “Cartera 2023-2027” al 7 de julio de 2023 y “Cuenta Pública DGC 2022, Abril 2022 - Marzo 2023”



# Chilean Concession System

## Tender Offer Agenda 2022 – 2025 (2/2)

Year	Name of Concession	Type	Bidding Call	Bidding Tender	Economic Opening	Driver	Official Budget (USD millions)
2021	3rd Road Concession Connection AMB	Road	19-may-21	09-dic-22	06-ene-23	10,0 Km	35
2021	3rd Airport Concession Airport of El Loa Calama	Airport	23-ago-21	14-abr-23	12-may-23	80.000,0 m2	137
2021	Hospital Concession O'Higgins Network	Hospital	28-oct-21	25-ago-23	15-sept-23	262,0 Beds	178
2022	Road Concession Orbital Sur Santiago	Road	04-mar-22	31-ago-23	03-oct-23	24,0 Km	469
2021	2nd Road Concession Route 68 Santiago - Valparaíso - Viña del Mar	Road	31-dic-21	17-nov-23	15-dic-23	140,7 Km	1.222
2021	Road Concession Route 5 Chacao - Chonchi	Road	08-jun-21	22-nov-23	20-dic-23	126,0 Km	507
2023	2nd Road Concession Route 5 Santiago - Los Vilos	Road	14-jul-23	28-mar-24	26-abr-24	223,4 Km	1.106
2021	Dam Concession Nueva la Punilla	Dam	18-nov-21	19-abr-24	17-may-24	540,0 Hm3	369
2023	2nd Road Concession Northern Access to Concepción	Road	jul-23			89,0 Km	430
2023	Penitentiary Concession Group IV Laguna de Talca	Other	jul-23			63.000,0 m2	20
2023	2nd Airport Concession Airport of Araucanía Region	Airport	ago-23			10.000,0 m2	85
2023	2nd Road Concession Route 5 Temuco - Río Bueno	Road	oct-23			272,0 Km	490
2023	Nothern Airport Network (Andrés Sabella 3rd and Desierto de Atacama 2nd)	Airport	oct-23			48.000,0 m2	267
2023	Road Concession Route Pie de Monte	Road	dic-23			20,0 Km	323
2023	Road Concession Route 5 Caldera - Antofagasta	Road	dic-23			470,0 Km	587
2023	Road Concession Route 5 Iquique - Antofagasta	Road	dic-23			370,0 Km	376
2023	Connections to Valdivia	Road	dic-23			89,0 Km	470
2023	Road Concession for Electric Vehicles in Concepción	Road	dic-23				450
2024	2nd Road Concession Route 57 Santiago - Colina - Los Andes	Road	2024			117,0 Km	442
2024	2nd Road Concession Route 5 Collipulli - Temuco	Road	2024			144,0 Km	234
2024	2nd Road Concession Route 5 Río Bueno - Puerto Montt	Road	2024				193
2024	Road Concession Peripheral Valparaíso	Road	2024				616
2024	Road Concession Northwestern Orbital	Road	2024				446
2024	Airport Concession Southern Network: Tepual (5a), Cañal Bajo, Mocopulli y Pichoy	Airport	2024				273
2024	Cableway Concession Alto Hospicio - Iquique	Transportation	2024			5,5 Km	105
2024	Tram Concession Pajaritos - Airport of Santiago AMB	Transportation	2024			12,5 Km	398
2024	Tram Concession Viña del Mar - Reñaca	Transportation	2024			10,5 Km	203
2024	Tram Concession Coquimbo - La Serena	Transportation	2024			13,7 Km	313
2024	2nd Concession Indoor Stadium Parque O'Higgins	Other	2024			44.000,0 m2	29
2024	Concession Tsunami Alert System	Other	2024				94
2025	Road Concession Connection Copiulemu - Hualqui - Puerto Coronel	Road	2025			38,7 Km	134
2025	Cableway Concession Valparaíso	Transportation	2025				78
<b>Total</b>							<b>11.078</b>

Source: Dirección General de Concesiones: "Cartera 2023-2027" al 7 de julio de 2023 y "Cuenta Pública DGC 2022, Abril 2022 - Marzo 2023"

# Chilean Concession System

## Tender Offer Agenda 2024 – 2026

Year	Name of Concession	Type	Bidding Call
2024	2nd Land Port Concession Los Andes	Port	2024
2025	Concession Plan of Biking Roads	Transportation	2025
2025	Railroad Concession Valparaíso - Santiago	Transportation	2025
2025	2nd Concession of Court of Justice Building	Other	2025
2025	2nd Penitentiary Concession Group 1 (Iquique - La Serena - Rancagua)	Other	2025
2025	Digital Bus Stop Stations Concession	Other	2025
2025	Desalination Plant Región de Coquimbo	Other	2025
2026	Road Concession Route 5 Iquique - Arica	Road	2026
2026	Road Concession Route 5 Chonchi - Quellón	Road	2026
2026	2nd Intermodal Station Concession La Cisterna	Transportation	2026
2026	Cableway Concession Puerto Montt	Transportation	2026
2026	2nd Penitentiary Concession Group 3 (Santiago - Valdivia - Puerto Montt)	Other	2026
2026	2nd Penitentiary Concession Group 2 (Antofagasta and Concepción)	Other	2026
2026	Heating Network Concession District Araucanía y Coyhaique	Other	2026
2026	Desalination Plant Región de Coquimbo	Other	2026

Source: Dirección General de Concesiones: “Cartera 2023-2027” al 7 de julio de 2023 y “Cuenta Pública DGC 2022, Abril 2022 - Marzo 2023”



# Roads

## Agenda 2022 - 2025



# Chilean Concession System

## Roads (1/7)

### 3rd Road Concession Connection AMB – Tender offer concluded



09.Dec.22  
Bidding tender



USD 35  
million



10 km

Maintenance and operation of the existing concession and construction of pending works for the new north access to the Santiago Airport. This work will allow the company to face the increase in passenger and cargo flows. The benefits of this concession include improving connectivity of the country's main airport and ensuring the resilience of the airport access.

### Road Concession Orbital Sur Santiago



31.Ago.23  
Bidding tender



USD 469  
million



24 km

The project considers the development of a new highway, which will be part of the second metropolitan ring road and will provide a solution to the difficulties of access, exits and mobility in the southern sector of Greater Santiago. Approximately 24 km long route runs through the municipalities of Peñaflor, Calera de Tango and San Bernardo, and includes improvements to local roads to reduce traffic congestion. The project consists of structuring a new west-east connection, which connects Route 79 (South Access to Santiago), Route 5, and Route 78 (Santiago - San Antonio Highway).



# Chilean Concession System

## Roads (2/7)

### 2nd Road Concession Route 68 Santiago - Valparaíso - Viña del Mar



17.Nov.23  
Bidding tender



USD 1,222  
million



141 km

It corresponds to the improvement of the current Route 68, in the section between the Pajaritos Metro station, in the Pudahuel district, and the La Pólvora junction, located in the western sector of Placilla, with a total extension of 99.30 km.

The project considers the widening to third lanes until the Lo Prado toll booth (km 17 approximately) and the necessary improvements to make the roadway layout consistent with the speed of traffic. From km 17 to km 99.80, a new two-lane roadway will be planned with two lanes running parallel and adjacent to the current route.

### Road Concession Route 5 Chacao - Chonchi



22.Nov.23  
Bidding tender



USD 507  
million



126 km

Improvement of Route 5 in Chiloé, between the southern access of the new bridge over the Chacao Channel and the northern fork to Chonchi, with an approximate length of 126 km. It includes the construction of a second bridge over the Pudeto River and a short 1 km bypass in the city of Ancud. In addition, maintenance and operation of the bypass in the city of Castro (16 km) built by the MOP is also considered.

The Project is expected to reduce travel times and increase safety along the route. This is expected to strengthen commercial, productive and service areas in the zone.



# Chilean Concession System

## Roads (3/7)

### 2nd Road Concession Route 5 Santiago - Los Vilos



28.Mar.24  
Bidding tender



USD 1,106  
million



223 km

The Project consists of the improvement of 218 km of the Route 5, in the section between the city of Santiago and the town of Los Vilos, through the roadway expansion that are under study. Four lanes are planned between Buenaventura and Lampa, and three lanes between Lampa and the Nogales-Puchuncaví junction (except for Cuesta Las Chilcas that is maintained in its current profile). In addition, the Concession includes the concession of the 5.2 km long El Melón Tunnel.

The Project considers new junctions, crossings, the replacement of some bridges, route rectifications to leave a uniform speed of 120 km/hr and stretches of 100 km/hr, new sections of service roads, replacement and new pedestrian walkways, replacement of all retaining barriers, new service areas and improvement and expansion of existing ones, among others.

### 2nd Road Concession Northern Access to Concepción



Jul.23  
Bidding call



USD 430  
million



89 km

The Project consists of a dual way highway extending 75 km from km 413.2 of Ruta 5 Sur (approximately 11 km south of Chillán) to its junction with Ruta 150 CH, which connects Penco with Concepción, in the Bío Bío Region. In addition, 14 km of branch roads will be added. The initiative includes widening the route to give uniformity to the segregated median profile with defenses, rehabilitating the existing roadways, rectifying layouts and enabling new bridges and sections of service roads.

It also contemplates a new connection between the Acceso Norte a Concepción highway and the Concepción Cabrero highway, in the vicinity of Concepción's urban center.



# Chilean Concession System

## Roads (4/7)

### 2nd Road Concession Route 5 Temuco - Río Bueno



Oct.23  
Bidding call



USD 490  
million



272 km

This project involves the improvement of 172 km of the existing Route 5 between Temuco and Río Bueno, as well as the development of a new 100 km long dual carriageway on the northern and southern accesses to Valdivia. The project covers the regions of La Araucanía and Los Ríos and includes the development of new bridges, footbridges, bus stops, and new junctions, as well as the replacement of existing structures such as bridges and the Los Lagos bypass. The project incorporates improvements to the existing signage, universal accessibility, and greater seismic resistance.

### Road Concession Route Pie de Monte



Dec.23  
Bidding call



USD 323  
million



20 km

The project corresponds to the development of an alternative road to the current Ruta 160, in the section between the municipalities of San Pedro de la Paz and Coronel, which has experienced great growth in recent years. The project considers a route along the edge of the hills, to the east of Route 160, which will connect to the north with the Puente Industrial Road Concession, which is currently under construction, and to the south with the Route 160 Concession, Coronel - Tres Pinos section. Construction of a high-standard route, with an electronic toll gantry system and an expected travel speed of 120 km/hr.



# Chilean Concession System

## Roads (5/7)

### Road Concession Route 5 Caldera - Antofagasta



Dec.23  
Bidding call



USD 587  
million



470 km

It corresponds to the expansion, improvement, conservation, and operation of Ruta 5 in the section between the end of the Ruta 5 concession, Vallenar-Caldera section, to the current Autopistas de la Región de Antofagasta concession, with an extension of approximately 470 km.

This highway's preliminary design considers the development of a dual carriageway with two lanes in each direction and a service speed of 120 km/hr, with the standard used in all the country's highways.

### Road Concession Route 5 Iquique - Antofagasta



Dec.23  
Bidding call



USD 376  
million



370 km

This is the widening of Route 5 to a dual carriageway road in the section between the cities of Antofagasta and Iquique, from the Carmen Alto sector to the southern access to Pozo Almonte.

The Project considers the development of new turnings and interchanges, as well as the implementation of electronic toll gantries (free flow). The benefits of this initiative include improved safety standards, resistance to seismic movements and other natural hazards, and a design speed of 120 km/hr.





# Chilean Concession System

## Roads (6/7)

### Connections to Valdivia



Dec.23  
Bidding call



USD 470  
million



89 km

The project consists in a dual carriageway highway extending 75 km from km 413.2 of Ruta 5 Sur (approximately 11 km south of Chillán) to its junction with Ruta 150 CH, which connects Penco with Concepción, in the Bío-Bío Pozzo Region. In addition, 14 km of branch roads will be added.

It also includes a new connection between the Acceso Norte a Concepción highway and the Concepción Cabrero highway, near the urban center of Concepción. Among the benefits of the project are the improvement of the road's safety standards and the incorporation of electronic toll gantries.

### 2nd Road Concession Route 57 Santiago - Colina - Los Andes



2024  
Bidding call



USD 442  
million



117 km

The project consists of a new concession of Route 57 CH, which connects Santiago, in the Metropolitan Region, and Route 60 to the east of the city of Los Andes, in the Valparaíso Region. With an extension of 117.1 km, the current concession includes branches: Auco-San Felipe (Route E-89 9), Chacabuco-Polpaico (Route G 71), and San José-Lo Pinto (Route G 73). The initiative includes the widening and improvement of the existing route. The planned works also include widening to double or third lanes in some sectors.



# Chilean Concession System

## Roads (7/7)

### 2nd Road Concession Route 5 Collipulli - Temuco



2024  
Bidding call



USD 234  
million



144 km

The project corresponds to the 144 km section of the current Ruta 5, which connects the cities of Collipulli and Temuco, in the Araucanía Region. The initiative considers the improvement, rehabilitation, and conservation of the current dual carriageway, as well as the construction of third lanes in specific sectors linked to populated areas and higher safety and signaling standards. The project also includes new junctions, service roads, walkways and stops, and the incorporation of free-flow gantries.

### Road Concession Connection Copiulemu - Hualqui - Puerto Coronel



2025  
Bidding call



USD 134  
million



39 km

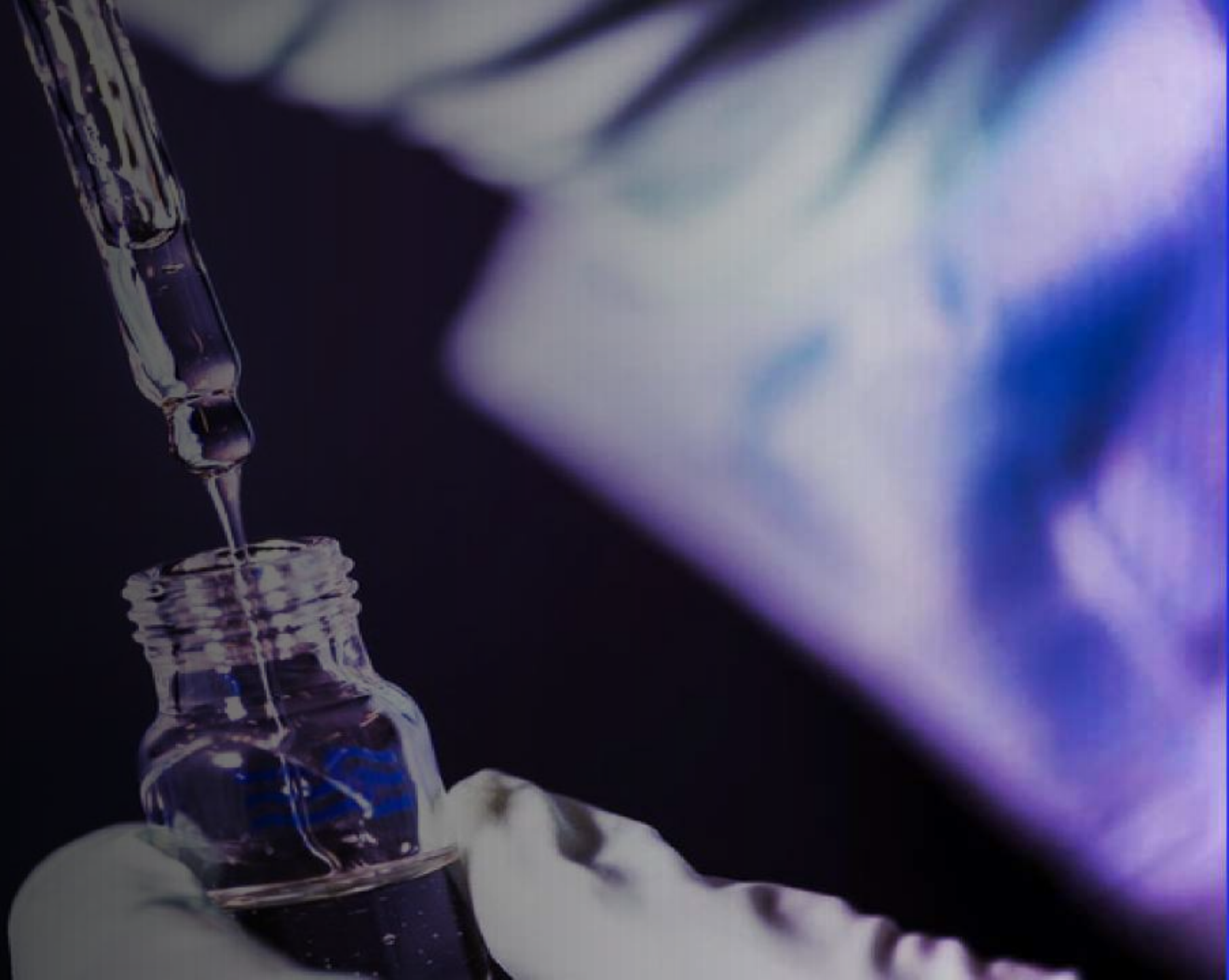
The project consists of a new 38.73 km long highway that will connect Route O-50 (Concepción-Cabrero) with Route 160 (Coronel-Tres Pinos). The route starts in the town of Copiulemu and extends southwest, following Route O-670, to the commune of Hualqui. Then it advances towards the north of this commune, crosses the Bío-Bío River, with a new bridge of approximately 1,800 meters long, to cross the western zone of the Coastal Mountain Range, until it joins Route 160, in the sector of Cruce Calabozo in the Commune of Coronel.





# Hospitals

## Agenda 2022 - 2025



# Chilean Concession System Hospitals

## Hospital Concession O'Higgins Network



25.Ago.23  
Bidding tender



USD 178  
million



262 beds

The project corresponds to the construction of two medical facilities to be located in the municipalities of Rengo and Pichilemu.

The work also includes the maintenance of the infrastructure to be developed and the acquisition, maintenance, and replacement of medical equipment and clinical and non-clinical furniture.

The Rengo Hospital will be a medium-high complexity facility that will serve about 206,000 and the Pichilemu Hospital will be a low-complexity facility that will benefit close to 70,000 inhabitants.





# Airports

## Agenda 2022 - 2025



# Chilean Concession System

## Airports (1/2)

### 3rd Airport Concession Airport of El Loa Calama – Tender offer concluded



14.Abr.23  
Bidding tender



USD 137  
million



80,000 m2

The project includes the improvement, maintenance, and expansion of the Calama Airport, located in the province of El Loa, in the Antofagasta Region, in order to meet the growing passenger demand, which currently reaches around one hundred thousand people per month. This new concession seeks to promote the development of this mining area of the country, improving its economic integration by facilitating the transport of cargo and passengers and strengthening the supply of flights to and from the region. It should be noted that the third concession also includes the maintenance of all pre-existing works.

### 2nd Airport Concession Airport of Araucanía Region



Ago.23  
Bidding call



USD 85  
million



10,000 m2

The project consists of the expansion, repair, conservation, and replacement of the existing infrastructure, equipment, and facilities of the Araucanía Region Airport, located in the municipality of Freire. The future work seeks to meet the increased demand for flights to and from the area and to facilitate the transport of cargo and passengers, improving the airport's current capacity and service standards, as well as enhancing the economic and social integration of the region.



# Chilean Concession System

## Airports (2/2)

### Nothern Airport Network (Andrés Sabella 3rd and Desierto de Atacama 2nd)



Oct.23  
Bidding call



USD 267  
million



48,000 m2

The project considers the expansion, repair, conservation and replacement of the infrastructure, equipment and pre-existing facilities of the Desierto de Atacama Airport and the Andrés Sabella Airport in the Antofagasta region, with all the civil works and facilities necessary to provide airlines, passengers and other users with the service, comfort and safety conditions of an international airport.

### Airport Concession Network Tepual (5a), Cañal Bajo, Mocopulli y Pichoy



2024  
Bidding call



USD 273  
million



Fifth concession of El Tepual Airport (Puerto Montt) and the incorporation of the Cañal Bajo airport (Osorno) and the Mocopulli aerodrome (Chiloé) into the concession system. The initiative seeks to expand the capacity of these facilities for the benefit of the community of Los Lagos Region and to advance in strengthening the country's connectivity through an improved airport network.





# Transportation

## Agenda 2022 - 2025





# Chilean Concession System Transportation <sup>(1/3)</sup>

## Cableway Concession Alto Hospicio - Iquique



2024  
Bidding call



USD 105  
million



6 Km

Development of a 5.5 km cableway that will connect the stations of Los Cóndores, in the commune of Alto Hospicio, and Rotonda El Pampino, in the city of Iquique. The Project includes also a breaking point of 1,000 m2 located in El Boro and a garage of 1,500 m2 in Los Cóndores. The Project, which proposes a new non-polluting public transportation system, will have a maximum capacity of 3,000 passengers per hour in each direction and will reduce travel times between the two locations, as it is estimated that the section will be covered in 16 minutes.

## Tram Concession Pajaritos - Airport of Santiago AMB



2024  
Bidding call



USD 398  
million



13 Km

The project proposes a new kind of public transportation, which includes a light electric tram-type vehicle that will facilitate access to the Santiago Airport. With a length of 12.5 km, this new mode of transport will connect the Metro station Pajaritos on Line 1 and Barrancas on Line 5 with the Arturo Merino Benítez International Airport. It is estimated that transfer times will be a little less than 18 minutes since the vehicle will travel on a segregated roadway specially prepared for its route, at an average speed of 42 km/h.



# Chilean Concession System Transportation (2/3)

## Tram Concession Viña del Mar - Reñaca



2024  
Bidding call



USD 203  
million



11 Km

The project considers the construction and operation of a new mass public transport tramway that will connect the city of Viña del Mar with Reñaca. Initially, the initiative proposes the operation of two lines located along the waterfront, on which 30-meter-long streetcars will run, with five modules and a capacity for 200 passengers. The project under evaluation considers a frequency of two minutes during rush hour, which will allow around 9,000 trips to be made during rush hour. The above seeks to generate a positive impact by providing a new non-polluting transportation alternative that will reduce travel times and traffic congestion.

## Tram Concession Coquimbo - La Serena



2024  
Bidding call



USD 313  
million



14 Km

The project relates to a new public transportation which considers a light electric tram-type vehicle that will improve the connectivity of the Coquimbo-La Serena conurbation. The selected route connects the center of Coquimbo (Plaza 11 Septiembre in front of the Hospital) and La Serena's center with an approximate extension of 13.7 km. and 19 stations. The work will reduce travel times and thus facilitate the movement of the residents of both cities and other neighboring areas that need to travel between the two municipalities.



# Chilean Concession System Transportation (3/3)

## Cableway Concession Valparaíso



2025  
Bidding call



USD 78  
million



The Project consists on the construction, operation and maintenance of a cableway system in Valparaíso, which will connect the highland sectors and the city plan with the existing public transportation network, such as the Metro of Valparaíso. The initiative seeks to facilitate the transportation of those who live in the hills and must travel on a daily basis. The cableway will increase the tourist attraction of the city, generating new poles of attraction around the stations, and will offer a transportation alternative to decongest the commune.





# Dams

Agenda 2022 - 2025



# Chilean Concession System

## Dams

### Dam Concession Nueva la Punilla



19.Apr.24  
Bidding tender



USD 369  
million



540 Hm3

The Project is located in the Coihueco commune, in the Punilla Province, Ñuble Region, and consists on the development of a multipurpose dam with a useful volume of 540 hm3. The Project will address irrigation needs and, in a complementary manner, contribute to the generation of hydroelectric power and water reserves for human consumption. The new dam will benefit irrigators in the municipalities of San Carlos, Chillán, Ñiquén, San Nicolás, Coihueco and potentially San Fabián.





# Others

## Agenda 2022 - 2025



# Chilean Concession System

## Others <sup>(1/2)</sup>

### Penitentiary Concession Group IV Laguna de Talca



Jul.23  
Bidding call



USD 20  
million



63,000 m2

The project involves enabling, maintaining and operating the "New Talca Penitentiary Establishment", which is currently under construction and is located in the Panguilemo sector, 10 km north of the center of the Talca district in the Maule Region. The project will have a maximum capacity of 2,320 places in 3-story prison modules for convicted and accused inmates. The total surface area is 63,000 m2, located on a 40-hectare site.

### 2nd Concession Indoor Stadium Parque O'Higgins



2024  
Bidding call



USD 29  
million



44,000 m2

The Project consists of the renovation of the Parque O'Higgins indoor stadium, which includes the improvement and operation of a 12,000-capacity stadium that can host artistic and sporting events, among others. The initiative seeks to incorporate improvements in the infrastructure and equipment of the stadium in order to hold larger events and continue offering a top-quality space for the public of the Metropolitan Region.



# Chilean Concession System

## Others (2/2)

### Concession Tsunami Alert System



2024  
Bidding call



USD 94  
million



Implementation of a tsunami warning and notification system. The future work includes a communication system, regional and central (national) control centers, and a network of sound and visual alarms. This system will allow the ONEMI (Oficina Nacional de Emergencia del Ministerio del Interior) to alert the entire population in the event of a tsunami.







# Why KPMG

Our extensive experience in the infrastructure sector in Chile position us as a reference advisor in the Chilean market.

We can highlight our expertise in financial advisory for processes such as bidding for public concessions, M&A, debt financing, build and review of financial models for different industries such as road, hospitals, airports, energy and mining, among others.

# Introduction to KPMG

## Who we are

- KPMG is a global network of professional firms providing audit, tax, legal and advisory services in transactions, restructuring and risk management, with a deep knowledge of the industry and a cross-functional focus, providing cutting-edge solutions and meaningful results.
- KPMG member firms share the same values, processes, methodologies, policies and control mechanisms which enable us to offer a consistent level of professionalism, integrity and technical skills in all countries we operate.
- The experience and prestige of our professionals and our global network vision, makes us the clear choice to help our clients to reduce their risk, help them with tax and regulatory compliance, to transform their business, identify and analyze regulatory changes, boost growth strategies and take advantage of the opportunities.
- Our goal is to attract and develop talent, foster diversity and reward excellence. KPMG's culture is based on quality and transparency and includes a strict ethical code. Our commitment is to encourage change and progress within the business community.

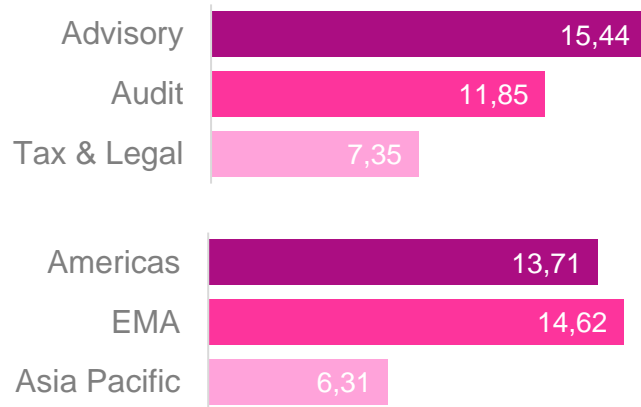


FY22

# KPMG Global in a nutshell

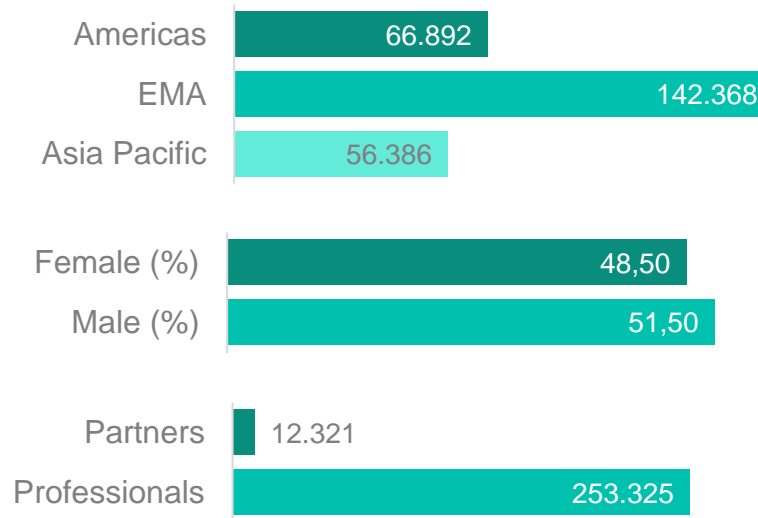
**\$34.64**

Gross Revenue  
\$ USD Billions



**265,646**

People



**143**

Countries in which KPMG is present

**29,000**

Net employments created in FY22

**14%**

Growth in FY22

EMA = Europe, Middle East and Africa, including India  
FY22: October 1<sup>st</sup> 2021 — September 30<sup>th</sup> 2022



# Why KPMG

# Leaders in Infrastructure Advisory

- KPMG is one of the world's leading companies in financial advisory concerning infrastructure advisory. Our team has a long track record advising Public Sector, Sponsors and Financial Investors in Infrastructure projects.
- The basis of KPMG's professional excellence is our professionals and the experience acquired in infrastructure projects advisory. Such experience spans over 40 years of services among various sectors, geographies and contexts. Our added value is built on a constant communication and coordination across the globe as a sole team.
- Our involvement includes highway projects, bridges, railway, airports, ports, water supply and sanitation, education, health, information technology, defense, power and natural resources.



# Why KPMG

## Deal Advisory Chile

01

### Due Diligence

We assist our clients in the due diligence process for their M&A transactions and debt issuance.

03

### Valuation

We assist our clients in the valuation of their assets, either for their transactions or for compliance with accounting rules.

- Valuation of assets and companies,
- PPA (Purchase Price Allocation),
- Impairment test,
- Article 147.

02

### Infrastructure

We advise and support our Infrastructure clients throughout the entire process of their transactions.

- Public bidding,
- Debt raising,
- Financial model review/audit,
- Independent expert for arbitration,
- Enterprise Asset Management,
- Infrastructure Cost Analysis.

04

### Debt

We support our clients in their optimal financing process in line with their business strategy.

- Debt Financing,
- Strategic Partners.

05

### M&A

We support our clients in their M&A process (sell & buy side).

Why KPMG

# Financial Advisory Infrastructure

## Financial Advisory

Financial advisory for private projects and bidding of PPP projects.

- Analysis of the Project information and/or bidding documents,
- Financial and tax modeling,
- Tax structuring,
- Analysis of financing options and obtaining indicative terms & conditions.

## Financial Model Review/Audit

We support our Clients throughout their M&A and debt financing projects.

- Financial model review/audit,
- Deliver the corresponding Reliance Letter.

## Debt Advisory

Financial advisory for debt rising of infrastructure projects.

- Support in obtaining the Project's debt financing,
- Support in the closing of the Project's contracts.

## M&A

Financial advisory for the investment/divestment of a project or the acquisition of an infrastructure asset or a target company.

- Valuation of the asset, support on making the long/short list of target companies, and tax structuring of the deal,
- Support in the negotiation and closing the deal.

## Independent Expert Opinion for Arbitration Processes

We assist our Clients throughout their arbitration process.

- Financial advisory for Clients who need an independent and expert opinion.



# Asset Management Advisory Infrastructure

## Strategy & Organization

- Development of Asset Management Plans and Policies
- Definition of the asset operating model
- ISO55000: Maturity analysis and improvement mapping
- Asset Management Transformation

## Life Cycle

- Sizing and assessment of the renewal alternatives
- Design of Acquisition/Construction processes
- Revision and improvement of operation and maintenance processes
- Strategy of reinvestment/disposal
- Quantitative risks assessment



## Asset Portfolio

- Value and Service Level Definition and Analysis
- Asset portfolio management, recording, measurement and KPIs
- CAPEX and OPEX planning, review and forecasting
- ESG strategy definition and planning

## Tools & Technology

- Asset Inventory Systems
- Georeferenced Information Systems (GIS)
- Intelligent Transportation Systems (ITS)
- Sensoring and Internet of Things (IoT)
- Digital Twins, Big Data and BI
- Maintenance Management Systems (GMAO / CMMS)

# Why KPMG Team (1/4)

KPMG's Deal Advisory team consists of a group of professionals with extensive experience in assisting companies in all types of acquisitions, investments, structuring, sale alternatives and pre- and post-transaction activities.



## Santiago Barba

Lead Partner Advisory, Infrastructure

[santiagobarba@kpmg.com](mailto:santiagobarba@kpmg.com)

Santiago has more than 23 years of experience in corporate finance, in the infrastructure practice related to transactional advisory, investments and financing. He joined KPMG Spain in 2005, and then moved to KPMG Chile in 2010 where he was a Partner in infrastructure transactional advisory until 2018. Subsequently, he worked as Head of Corporate Development for Europe, LatAm and Asia at Ferrovial Airports (Madrid, Spain) until 2021, when he rejoined KPMG Chile. Previously, he worked at PwC Corporate Finance, Gas Natural Fenosa and Banco Santander.



## Cristián Tapia

Partner Deal Advisory, Due Diligence

[cristiantapia@kpmg.com](mailto:cristiantapia@kpmg.com)

Cristián has more than 17 years of experience in corporate finance, specializing in the due diligence practice. He joined KPMG in 2005, where he is currently a Partner of Deal Advisory. Cristián has led more than 120 financial due diligence, M&A, market analysis, arbitration, valuation and strategic planning projects, including some of the most relevant transactions in the Chilean market, in areas as diverse as infrastructure, mining, financial services, electricity (generation, transmission and distribution), telecommunications, among others.



**Our team stands out for the experience it can bring to the mandated project.**



## Pedro Pontaque

Partner, Asset Management

[ppontaque@kpmg.com](mailto:ppontaque@kpmg.com)

Pedro has over 20 years of international experience in the infrastructure sector working with major infrastructure players in several countries including Spain, Chile, South Africa, Ireland and Costa Rica. He has worked for Naturgy, Iridium, Globalvia, Crystal Lagoons and Aldesa (CRCC), managing large-scale road projects and working on the implementation of control and optimization processes, operation and maintenance plans, commissioning and construction of civil works and intelligent transportation systems.



# Why KPMG Team (2/4)

KPMG's Deal Advisory team consists of a group of professionals with extensive experience in assisting companies in all types of acquisitions, investments, structuring, sale alternatives and pre- and post-transaction activities.



## Matías Sepúlveda Cacho

Manager Deal Advisory, Infrastructure

[matiassepulveda@kpmg.com](mailto:matiassepulveda@kpmg.com)

Matías specializes in corporate valuation, financial modeling, project finance and asset management. He joined KPMG Chile in January 2019, working in the construction and review of models; and corporate valuation. He advised clients in the energy, mining and real estate industries, among others.



## Daniel Sanzana

Supervisor Deal Advisory, Infrastructure

[dsanzana@kpmg.com](mailto:dsanzana@kpmg.com)

Daniel joined KPMG Chile in 2017. He specializes in the construction and review of infrastructure models in energy, airports, roads, hospitals, water and telecommunications infrastructure sectors.



**Our team stands out for the experience it can bring to the mandated project.**

# Why KPMG Team (3/4)

KPMG's Deal Advisory team consists of a group of professionals with extensive experience in assisting companies in all types of acquisitions, investments, structuring, sale alternatives and pre- and post-transaction activities.



**Francisco Ramirez**  
Partner Tax & Legal - M&A  
[framirez@kpmg.com](mailto:framirez@kpmg.com)

Francisco has more than 18 years of experience in tax compliance consulting and auditing services to important national and international companies. Francisco has extensive knowledge in annual and monthly tax matters, working with the Servicio de Impuestos Internos (SII), evaluation of tax diagnoses and due diligence, tax outsourcing, evaluation of tax parameters included in financial models, among others.



**Jaime Vergara**  
Director Tax & Legal - M&A  
[jvergara@kpmg.com](mailto:jvergara@kpmg.com)

Jaime has extensive experience in the area of external and internal audit, management and tax compliance in leading local and international companies. He has extensive knowledge of taxation, annual and monthly and has led several presentations to the Servicio de Impuestos Internos, diagnosis, tax due diligence, tax outsourcing, among others.



**Our team stands out for the experience it can bring to the mandated project.**

# Why KPMG Team (4/4)

KPMG's Deal Advisory team consists of a group of professionals with extensive experience in assisting companies in all types of acquisitions, investments, structuring, sale alternatives and pre- and post-transaction activities.



## Andrés Martínez

Partner Tax & Legal – Tax Consulting Lead

[avmartinez@kpmg.com](mailto:avmartinez@kpmg.com)

Andrés has concentrated his professional development in legal practice and tax consulting in a significant number of local companies and international groups, focusing on tax structuring, mergers and acquisitions, project finance and foreign investment. He has also developed his consulting work in the areas of administrative and judicial litigation. Andres has advised clients in various economic areas with special focus on infrastructure, energy, mining, financial sector and real estate. Prior to joining KPMG, Andrés worked as a tax lawyer at E&Y between 2005 and 2010.



## Juan Infante

Partner Tax & Legal – Tax Consulting

[juaninfante@kpmg.com](mailto:juaninfante@kpmg.com)














Juan has more than 10 years of experience providing legal assistance and tax consulting to both local and international clients. He has worked advising Chilean and foreign companies in areas such as tax and corporate matters, mergers and acquisitions, foreign investments and relevant legal and tax aspects of his clients' day to day business. He has also participated in numerous relevant projects in the mining, electricity and construction industries. Juan worked for the tax and legal department of PwC Chile between 2010 and 2014. From May to December 2013, he worked as a representative in the Chilean International Tax Desk at PwC Peru.




**Our team stands out for the experience it can bring to the mandated project.**

# Credentials

# Infrastructure Advisory Experience

 Confidential, Work in Progress <b>Financial model review</b> Financial and tax model review for the debt financing of a hospital network concession 2023	 SUSI Partners <b>Financial model review</b> Financial and tax model review for the debt financing of a portfolio 14 solar and 4 wind energy projects 2023	 Confidential, Work in Progress <b>Financial advisory</b> Financial and tax advisory for the public tender offer process of the concession "Segunda Concesión Ruta 68" 2022-23	 Eductrade <b>Financial advisory</b> Financial advisory for debt financing of the Eductrade to invest in the hospital concession "Concesión Red Los Ríos - Los Lagos" 2023	 Eductrade <b>Financial advisory advisory</b> Financial advisory for the public tender offer process of the concession Centro Deportivo Municipal Cuatro Caminos - Spain 2022-23	 Confidential, Work in Progress <b>Financial model review</b> Financial and tax model review for the debt financing of 4 utility-scale solar plants 2023	 Cubico / Goldman Sachs <b>Financial advisory</b> Financial and tax M&A buy-side advisory and model review for the acquisition of a portfolio of 4 utility-scale and 13 small energy plants 2022
 Repsol Ibereolica <b>Financial model review</b> Financial and tax model review for the debt financing of a wind power farm 2022	 ISA Interchile <b>Financial model review</b> Financial and tax model review for the acquisition of a portfolio of transmission lines 2022	 Mainstream Renewable Power <b>Financial model review</b> Financial and tax model review for the debt financing of a utility-scale solar and wind plants 2022	 AME <b>Financial model review</b> Financial and tax model review for a debt refinancing process of a utility-scale solar plant 2022	 Cubico <b>Financial Advisory M&amp;A buy-side</b> Financial and tax M&A buy-side advisory and model build for the acquisition of a portfolio of utility-scale solar plants 2022	 GIA / Siemens <b>Financial advisory</b> Financial and tax advisory for the public tender offer process of the concession "Instituto Nacional de Neurocirugía" 2022	 Carriel Sur / Icafal <b>Independent expert opinion</b> Expert opinion in the process of claim for compensation for economic harm from Aeropuerto Carriel Sur de Concepción towards MOP 2022

# Infrastructure Advisory Experience

 BTG Pactual Sell Side M&A financial advisory Sell Side M&A financial advisory for the concessions "Ruta de Los Ríos" and "Valles del Desierto" 2021	 EDP Renováveis Financial model review Model review project "Los Llanos" 250 MW 2021	 GIA / BlackRock Financial advisory Financial and tax advisory for the tender offer of "Concesión Red Bío Bío" 2021	 GIA / BlackRock / Eductrade Financial advisory Financial and tax advisor in the successful tender offer process of "Concesión Red Los Ríos - Los Lagos" 2021	 Aleatica Financial advisory Financial and tax advisor in the tender offer process of "Concesión Autopista Santiago - San Antonio, Ruta 78" 2021	 Cofides Financial advisory & model review Financial advisory and model review for the acquisition of 34% of the concessions "Américo Vespucio Norte y Túnel San Cristóbal" 2021	 BlackRock Financial model review Financial model review for the acquisition of a portfolio of 54 solar power plants (435 MW) 2021
 GIA Financial advisory Financial advisor in the tender offer process of the concession "Hospital de Buin-Paine" 2020	 Cointer / BlackRock Financial advisory Financial and tax advisor in the successful tender offer process of "Concesión Red Aeroportuaria Austral" 2020	 Cointer / BlackRock Financial advisory Financial and tax advisor in the successful tender offer process of "Tercera Concesión Aeropuerto La Florida de La Serena" 2020	 Codelco Financial model review Model review of the mining projects "Diamante y Andesita - División el Teniente" 2020	 DIF Capital Partners Financial model review Financial model review of 7 solar power plants 2020	 Globalvía Financial advisory Financial advisor in the tender offer process of "Segunda Concesión Ruta 5: Talca - Chillán" 2020	 ISA Interchile Financial model review Financial and tax model review of 4 transmission lines 2019














# Credentials

# Infrastructure Advisory Experience






 ISA Intervial Financial model review Financial model review of "Concesión Ruta 5 Tramo Chillán - Collipulli" 2018	 AES Gener Financial model review Financial model review for the refinancing of "Central Hidroeléctrica Alto Maipo" 2018	 ISA Intervial Financial model review Financial model review for the adjudication of "Segunda Concesión Rutas del Loa" 2018	 Codelco Financial model review Financial model review of the economic assessment of "Proyecto Mina Chuquicamata Subterránea" 2018	 Directorio de Transporte Público Metropolitano Financial advisory Financial model build for the tender offer of "Buses en Región Metropolitana" 2018	 DIF Capital Partners Financial advisory & model review Financial advisory and model review and for the potential acquisition of the concession "Ruta 160 Tramo Tres Pinos - Acceso Norte a Coronel" 2017	 Iridium Financial advisory Financial advisor in the tender offer process of the concession "Mejoramiento Ruta Nahuelbuta" 2017
 ISA Interchile Financial model review Financial and tax model review of 4 transmission lines to be developed by Interchile 2016	 Mitsubishi Financial advisory Financial model review for the acquisition of "Planta Termoeléctrica Angamos" 2016	 Argo Capital Partners Financial advisory & model build Financial advisor / financial model building of renewable energy projects Biomass and Mini-Hydro 2016	 OHL Financial model review Financial and tax model review of "Concesión Portuaria del Frente de Atraque N°2 del Puerto de Valparaíso" 2016	 OHL Financial advisory Financial advisory in the tender offer process of "Segunda Concesión Túnel El Melón" 2016	 OHL Financial advisory Financial and tax advisor in the successful tender offer process of "Segunda Concesión Ruta Nogales - Puchuncavi" 2016	 Rijn Capital Financial advisory & model build Financial advisor / financial model building of 9 solar power projects 2016

# Credentials

# Infrastructure Advisory Experience

 <b>Mitsubishi</b> Financial advisory & model review Financial advisor and financial model review for the potential acquisition of 50% of the project "Transmisión Eléctrica del Norte" 2015	 <b>Marubeni</b> Financial advisory & model build Financial model build for the acquisition of the concession "Ruta del Algarrobo" 2015	 <b>Iridium</b> Financial advisory & model build Financial model build for the tender offer for the concession "Complejo Fronterizo Los Libertadores" 2015	 <b>ISA Interchile</b> Financial model review Financial and tax model review of 4 transmission lines to be developed by Interchile 2014	 <b>OHL</b> Financial advisory Financial advisor in the tender offer process of the concession "Aeropuerto Arturo Merino Benítez" 2014	 <b>GIA / Assignia</b> Financial advisory Financial and tax advisor in the tender offer process of the concession "Hospital Félix Bulnes" 2014	 <b>GIA / Assignia</b> Financial and tax advisory Financial and tax advisory in the successful tender offer process of the concession "Hospital Salvador Geriátrico" 2014
 <b>AES Gener</b> Financial model review Financial and tax model review of the project "Alto Maipo" 2014	 <b>Túnel San Cristobal</b> Financial advisory & model build Financial advisory & model built for the concession "Túnel San Cristóbal" 2014	 <b>Acciona, Infrared, Belfi y Brotec</b> Financial advisory Financial advisor in the tender offer process of the concession "Puente Industrial Bio-Bio" 2013	 <b>Autopista Vespucio Norte</b> Financial model build Financial model build for the concession "Autopista Vespucio Norte" 2012	 <b>Ferrovial / Meridiam</b> Financial and tax advisory Financial and tax advisory in the tender offer process for the concession "Hospital de Antofagasta" 2012	 <b>Puerto Coquimbo</b> Advisory Advisory in the structuring of the concession "Puerto de Coquimbo" 2011	 <b>Ruta del Canal</b> Financial model build Financial model build for two road concessions 2010


# Infrastructure Advisory Experience

 Comsa, Alstom	 BBVA	 Skanska	 BBVA	 Minera Esperanza	 Grupo Azvi
Financial model build	Financial model review	Financial model review	Financial model review	Financial model review	Financial model review
Financial model build for a railway project in Las Condes, Santiago (private initiative)	Financial model review of "Autopista Ruta 160"	Financial model review of "Autopista Antofagasta"	Financial model review for the concession of "Túnel San Cristóbal"	Financial model review of "Minera Esperanza"	Financial model review for the concession of "Puerto Terrestre Los Andes"
2010	2009	2009	2009	2009	2008



# Credentials

# Infrastructure Financial Modeling Experience

 Model Review Interchile 2022	 Model Review Repsol / Iberoólica 165 MW Wind Park 2022	 Model Review Cubico 4 Utility Scale + 13 PMGD 2022	 Model Review Interenergy 14 PMGD portfolio 2021	 Model Review BlackRock 54 PV portfolio 2021	 Model Review Américo V. Norte & Túnel San Cristóbal 2021	 Model Build Ruta 78: Santiago – San Antonio 2021	 Model Build Red Hospitalaria Los Ríos Los Lagos 2021	 Model Build Red Hospitalaria Bio- Bio 2021	 Model Review EDP 250 MW Solar PV 2021	 Model Review Codelco El Teniente 2020	 Model Build Aeropuerto La Florida 2020	 Model Build Red Aeroportuaria Austral 2020
 Model Build Hospital Buin- Paine 2020	 Model Build Ruta 5: Talca Chillán 2020	 Model Review DIF 7 Solar PV Portfolio 2020	 Model Build Reguemos Chile Iniciativa Privada 2019	 Model Review Interchile 4 líneas transmisión 2019	 Model Review Ruta del Bosque 2018	 Model Build DTPM – Red 2018	 Model Review Codelco Chuquicamata Subterránea 2018	 Model Review Rutas del Loa 2018	 Model Review Alto Maipo 2018	 Model Review Embalse Las Palmas 2017	 Model Build Nahuelbuta 2017	 Model Review Ruta 160 2017
 Model Build Rjin 9 Solar PV Portfolio 2016	 Model Build Ruta Nogales Puchuncaví 2016	 Model Build Proyecto Túnel Melón 2016	 Model Review Port of Valparaíso Terminal 2016	 Model Build Proyectos Biomasa e Hidro 2016	 Model Review Proyecto Angamos 2016	 Model Review Interchile 4 líneas transmisión 2016	 Model Build Paso Los Libertadores 2015	 Model Build Ruta del Algarrobo 2015	 Model Build Transmisión Eléctrica del Norte 2015	 Model Build Túnel San Cristóbal 2014	 Model Build Hospital Salvador Geriátrico 2014	 Model Build Hospital Félix Bulnes 2014
 Model Build Aeropuerto de Santiago 2014	 Model Review Interchile 4 líneas transmisión 2014	 Model Build Puente Industrial Bio Bio 2013	 Model Build Américo Vespucio Norte 2012	 Model Build Hospital de Antofagasta 2012	 Model Build Puerto de Coquimbo 2011	 Model Build Tranvía las Condes 2010	 Model Build Ruta del Canal 2010	 Model Review Minera Esperanza 2009	 Model Review Túnel San Cristobal 2009	 Model Review Autopista Antofagasta 2009	 Model Review Ruta 160 2009	 Model Review Puerto Terrestre 2008



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