



Global Infrastructure practice in East Africa

KPMG East Africa

kpmg.com/eastafrica/infrastructure



Our purpose: To inspire confidence and empower change

KPMG's Global Infrastructure practice has over 3,000 dedicated professional active in 146 countries. We have advised on many of the ground breaking infrastructure projects, assets and businesses around the world.

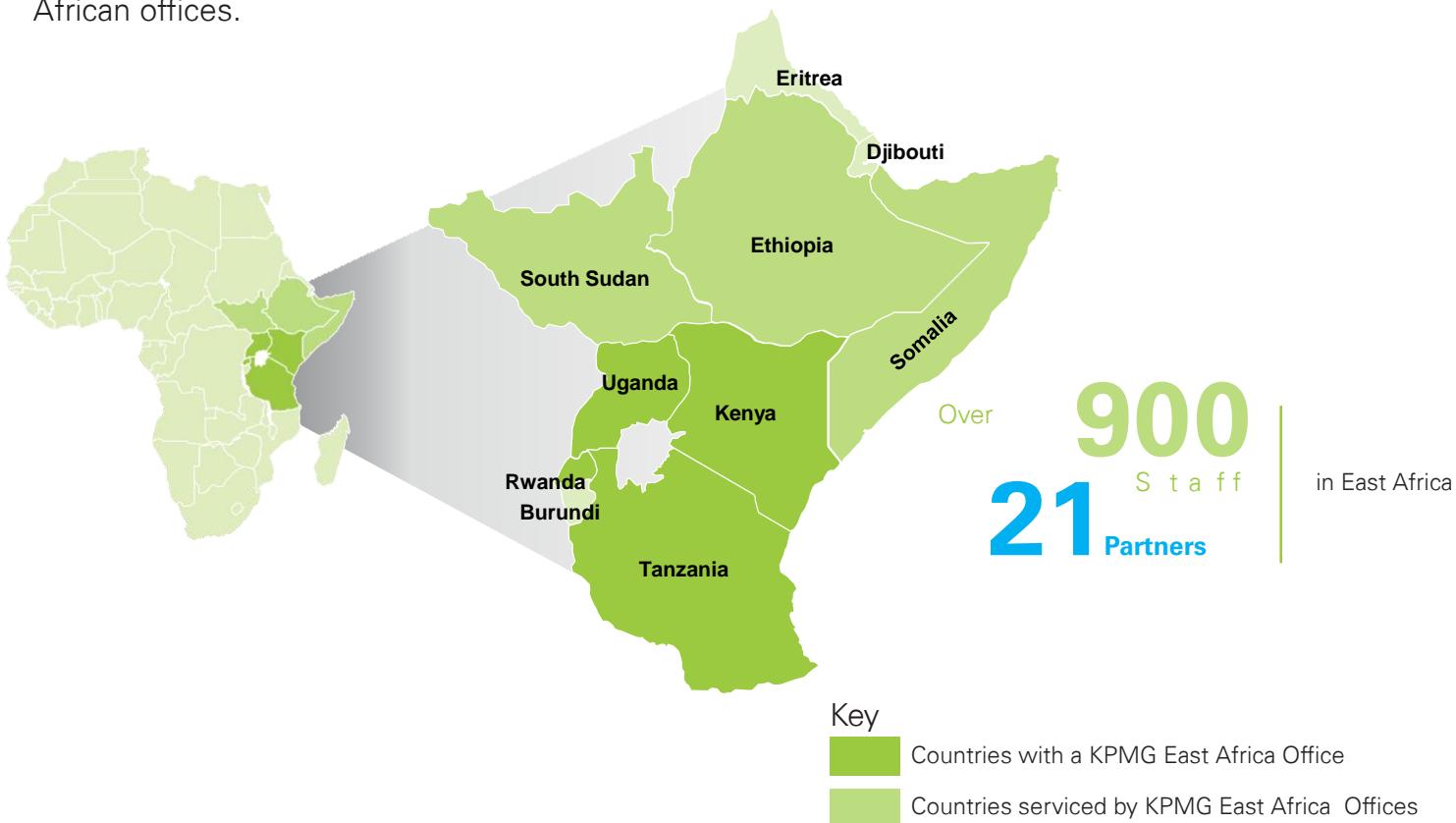
Our Global Infrastructure practitioners provide our clients with specialist advisory, tax, audit, accounting and compliance related assistance throughout the life of their infrastructure projects and programs, or as part of their business. Our pool of knowledge provides ready access to industry best practices and insights.

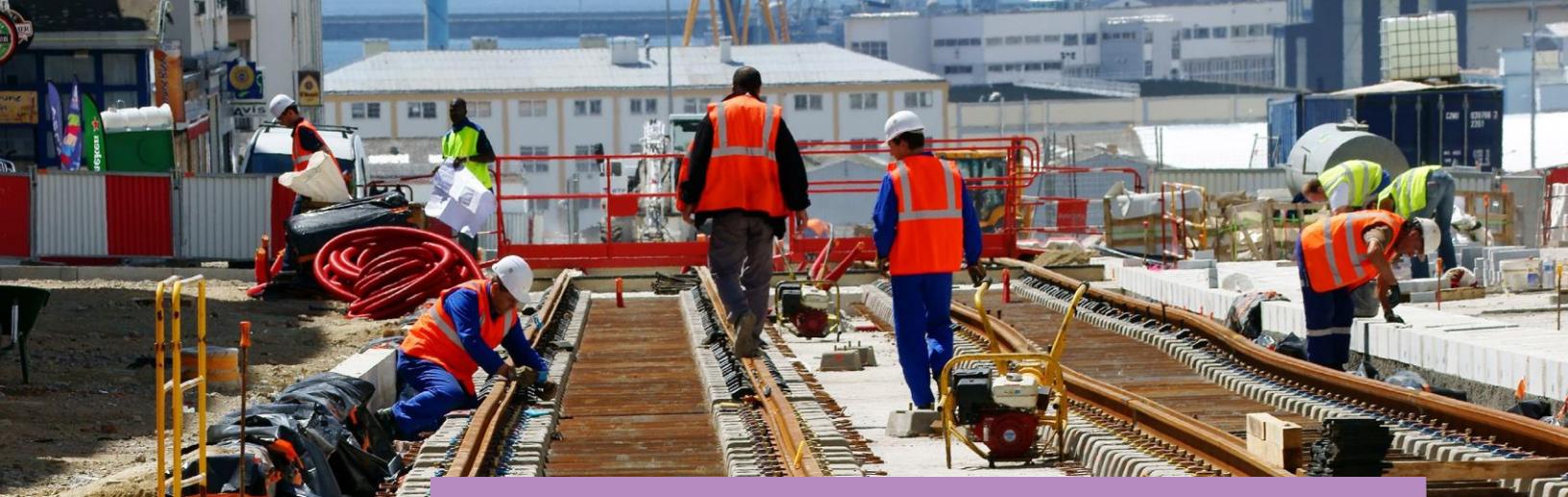
Our Global Infrastructure team has a strong presence in Sub Saharan Africa with regional hubs in Southern, East and West Africa, comprising over 100 dedicated infrastructure professionals and further supported by over 5,000 KPMG staff across 33 African offices.



Over
3,000

Dedicated infrastructure professionals





Sector Specialisation



Transport

Roads and tolling
Rail
Ports and logistics

- Airports and aviation
- Urban transit
- Industrial zones



Social infrastructure

▪ Government accommodation
▪ Healthcare
Education
Urban regeneration

- Housing
- Prisons and justice
- Major game and leisure



Energy and natural resources

Power generation, transmission and distribution
Oil and gas extraction, storage and transportation
Water and wastewater
Mining
Solid waste management



Digital

Telecommunication infrastructure
Broadband networks



Integrated advice across the asset lifecycle

Development Support	Procurement and Financing	Delivery and Construction	Operations and Performance	Investment
<p>Planning, feasibility and business case development</p> <ul style="list-style-type: none"> ■ Strategic infrastructure planning ■ Feasibility analysis ■ Project scope options analysis ■ Project risk analysis ■ Procurement/delivery options analysis ■ Multi-criteria analysis ■ Business plan ■ Project management framework ■ Communications strategy ■ Market analysis 	<p>Bid structuring and creating value for money</p> <ul style="list-style-type: none"> ■ Commercial structuring options ■ Delivery options ■ Consortia formation and structure ■ Business case ■ Procurement process management ■ Bid submission ■ Bid evaluation ■ Negotiation ■ Commercial and financial close ■ Process management ■ Fairness assessment 	<p>Achieving efficiency in construction</p> <ul style="list-style-type: none"> ■ Project management set-up ■ Governance ■ Specialist advice ■ Contract management ■ Contract compliance ■ Construction operations review ■ Project control environment assessment ■ Alternative dispute resolution ■ Claims processing 	<p>Achieving positive performance</p> <ul style="list-style-type: none"> ■ Operational planning ■ Facility cost forecasting ■ Transition planning ■ Operational readiness ■ Contingency planning exercises ■ Contract management ■ Dispute resolution ■ Asset operations reviews ■ Cost management ■ Asset management and performance ■ Operations strategy 	<p>Maximising value in the secondary market</p> <ul style="list-style-type: none"> ■ Investment and allocation strategy ■ Business strategy and modeling ■ Due diligence ■ Negotiation and structuring of deal ■ Debt advisory ■ Refinancing ■ Separation advice ■ IPOs ■ Valuations ■ Regulatory reviews ■ Risk and governance ■ Cost reduction ■ Maximizing post tax returns to investors ■ Restructuring

Whole of Lifecycle

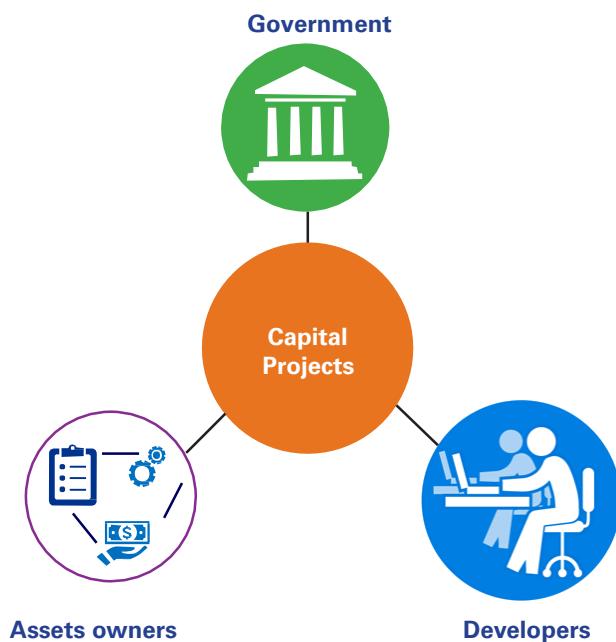
Leadership advice during all project stages

- Executive management sounding board
- Full lifecycle governance and change advice
- Risk management strategies
- Expert due diligence on complex commercial projects
- Coaching executive management
- Advise on stakeholder approaches



Our clients

We have global experience in private and government sector infrastructure projects, so understand both client view points.



- We bring this global perspective to our clients when faced with local needs and challenges of working in East Africa.
- We provide truly independent advice. This is particularly useful when assisting our clients in new sector or geographies.

Awards

2015



Global Financial Advisor of the Year

2014



European Waste Award



European Roads Award



Transportation Deal of the year



Infrastructure Deal of the year

2013



Americas Transportation
Deal of the Year
Ohio River
Bridges East End Crossing



Asia Pacific Social
Infrastructure Deal of the
Year
Sydney
International
Convention(SICEEP)



Financial Advisor of the
Year – Transport



Best of M&A – Meenakshi
Energy and Infrastructure
Holdings Pvt Ltd./GDF Suez

2012



Americas P3 Deal of the
Year
Presidio Parkway

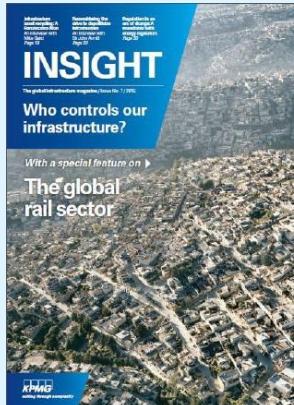


Best Transport Project
A12 Utrecht-
Veenendaal Expansion
PPP

Infrastructure Publications

Insight – The Global Infrastructure Magazine

Insight is a semi-annual magazine that provides a broad scope of local, regional and global perspectives on many of the key issues facing today's global infrastructure industry.



Insight: Who controls our infrastructure?

In this latest edition of insight magazine we sat down with the world's Infrastructure operators, owners, investors and regulators to explore some of the big challenges and trends influencing the debate around control.



Insight: Population

In this edition, we explore some of the biggest infrastructure challenges related to population. This edition also includes a Special Report on Asia Pacific's infrastructure market which is at the center of the demographic shift now underway.

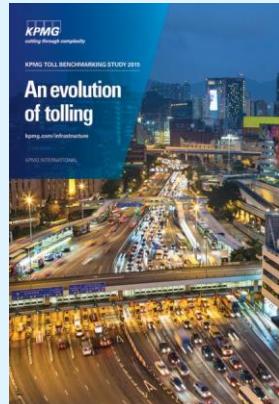


Insight: Megaprojects and Africa

In this edition, we provide information and practical views on some of the key challenges and opportunities impacting megaproject delivery. This edition also includes a new feature to Insight Magazine called "Spotlight" - a special report on infrastructure in Africa, one of our key growth areas.

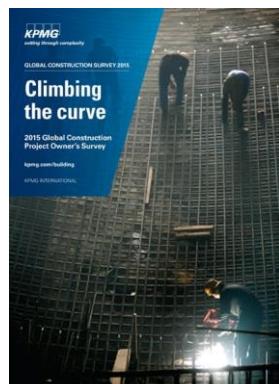
KPMG Global Infrastructure publications and reports

KPMG member firms are privileged to be involved in many of the exciting changes that are happening in every corner of the world, across many sectors, and at various stages of the lifecycle of infrastructure. We continuously seek to share the insights we are gaining in the process. Click below to access our most recent publications and reports:



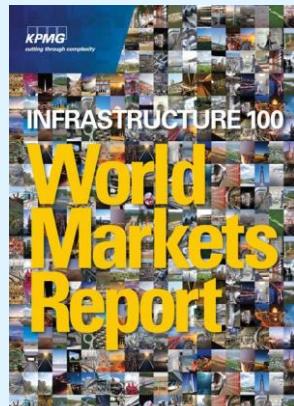
KPMG Toll Benchmarking study 2015

This study aims to help owners, operators and governments compare key metrics such as cost to collect or operational efficiency. Based on in-depth survey data collected from more than 40 tolling companies world-wide, it provides an unprecedented view into challenges, risks, costs and opportunities facing the tolling sector today.



Global Construction Survey 2015: Climbing the Curve

Touching on topics from risk management and underperforming projects to new sectors and opportunities, this flagship publication has provided clients and advisors with critical insights into the trends and issues affecting the global engineering and construction industry since 2005.



Infrastructure 100: World Markets Report

This flagship report released in November 2014 highlights key trends driving infrastructure investment around the world. A global panel of industry experts identifies 100 of the world's most innovative, impactful infrastructure projects showing how governments are coming together with the private sector to overcome funding constraints to finance and build projects that can improve quality of life.

Contacts



James Stewart

Chairman, Global Infrastructure
jamesa.stewart@kpmg.co.uk



James Woodward

East Africa Market Lead, Infrastructure
jameswoodward1@kpmg.co.ke



kpmg.com/eastafrica/infrastructure



@KPMGEastAfrica