



PPP CONSULTANTS

Specialist advisory to bidders and authorities, on Public Private Partnerships and large infrastructure projects.

Closing a Public Private Partnership or large-infrastructure project on time and on budget is a function of work that begins long before bidders see the documentation.

PPP Consultants is a specialist infrastructure advisory firm. The firm advises sponsors bidding for Public Private Partnership and large-infrastructure contracts, and authorities commissioning them. It raises competitive senior debt and equity for commercially viable schemes and operates internationally from offices in London and Walvis Bay, Namibia.

From the CEO.

PPP Consultants exists to help bidders and authorities to close infrastructure projects with discipline, on terms that work for both sides. Public Private Partnerships and large-infrastructure transactions reward early-stage rigour. Output Specifications written to be measured. Payment mechanisms that align incentive with outcome. Risk allocation matrices that survive lender due diligence. The work that determines whether a project converts to Financial Close is done in the months before bidders see the documentation.

The firm advises sponsors and authorities on either side of that procurement equation. We have raised competitive senior debt and equity from United Kingdom, European, Middle East and Asian sources, and we draft bid documentation structured to the evaluation matrix that will score it.

We are international by design and partner-led by discipline. Every engagement is led directly by a partner of the firm. I welcome a direct conversation.

David Crowley

Chief Executive Officer

Former main board director of Sonoco Products Company (USA Fortune 500). Independent adviser to HM Treasury's PPP Taskforce. Designated EU procurement expert.



Two practices.

Specialist infrastructure advisory, with the finance to match.

PPP ADVISORY

Bidder-side and authority-side procurement of Public Private Partnerships, including DBOOT concessions, through to Financial Close.

The practice covers the full procurement cycle — bid documentation, financial modelling, bidder evaluation, negotiation support, and Financial Close. Documentation templates align with the major international PPP standards.

INFRASTRUCTURE & PROJECT FINANCE

Large-infrastructure EPC procurement under FIDIC Red Book and Yellow Book, and the raising of competitive senior debt and equity.

Tender team and joint-venture formation, bid documentation, financial analysis. Established lender and investor relationships across the United Kingdom, Europe, the Middle East and Asia.

PPP Advisory.

On both sides of the procurement equation.

F O R B I D D E R S

Public Private Partnership bids are scored against a published evaluation matrix, line by line. The firm has first-hand insight into how authorities, ministries, parastatals and state-owned enterprises evaluate in practice — not only the published criteria, but the way evaluation panels weigh, score and interpret them. Bid documentation is structured to that matrix, drafted in clear and evaluable English.

F O R A U T H O R I T I E S

The firm acts for authorities commissioning Public Private Partnership projects — councils, ministries, universities, hospitals, police authorities, parastatals — through the full procurement cycle. Output Specifications written to be measured. Payment mechanisms that align contractor incentive with public outcome. Risk allocation matrices that survive lender due diligence. RFP and scoring-matrix drafting in clear, evaluable English.

“Bids are scored, not read.”

Financial models produced by the firm have withstood independent review by the Top 4 audit firms and major international banks. Risk modelling uses Vose software, as used by the World Bank.

Infrastructure & Project Finance.

Large-infrastructure EPC procurement, and the finance to build it.

E P C B I D S U P P O R T

Large-infrastructure EPC tenders, whether under FIDIC Red Book or Yellow Book, are scored against detailed evaluation criteria set by the procuring authority or state-owned enterprise. The firm offers tender team and joint-venture formation, full bid documentation and financial analysis, competitor SWOT, and bid positioning.

R A I S I N G C O M P E T I T I V E F I N A N C E

Established relationships with UK and European banks, governmental funding departments, and lenders and investors in the Middle East and Asia. The firm sources competitive terms from multiple sources for the same project and recommends the structure that best suits the sponsor's commercial requirements.



“Capital follows credibility.”

“Buildable is not bankable.”

“Risk clarity lowers cost of capital.”

Financial structuring.

Sourcing competitive senior debt and equity from multiple capital pools.

UK AND EUROPE

Established commercial bank relationships and policy lender access — EBRD, EIB and bilateral development finance institutions.

Mature project-finance documentation, risk appetite calibrated by years of infrastructure transactions, and concessional terms attached to development objectives.

MIDDLE EAST AND ASIA

Middle East and Asian infrastructure capital, with documentation drafted to Islamic Bank requirements.

The firm raises competitive debt and equity from Middle East sources, with documentation drafted to Islamic Bank requirements. Asian commercial banks tied to sponsor home markets, and Asian policy lenders for infrastructure-focused capital with bilateral cooperation framing.

Risk modelling.

Stress-testing financial structures against the conditions that determine cost of capital.

THE CAPABILITY

Top 4 audit firms and major international banks have always approved the firm's financial models on independent review.

Risk modelling uses Vose software, as used by the World Bank, for sensitivity and scenario analysis. Models are structured to anticipate Top 4 audit and lender due diligence questions before they are asked.

THE DISCIPLINE

Clearer risk allocation lowers the lender's perception of risk. Lower perception of risk lowers the cost of capital.

A financial model that demonstrates transparent risk allocation and predictable cashflow earns lender confidence — and competitive financing terms.

Lifecycle costing.

Country-specific cost identification across the full project term.

THE DISCIPLINE

Infrastructure projects are evaluated and financed on their full-life cost profile, not on construction cost alone.

Identifying the specific operating, maintenance and renewal costs that need to be incorporated into a project — country by country — is the discipline that distinguishes a bankable infrastructure plan from a buildable one.

WHAT THE FIRM BRINGS

Senior lifecycle cost expertise across multiple jurisdictions, applied equally to PPP procurement and large-infrastructure EPC.

The capability informs Output Specification design for authorities, financial modelling for sponsors, and lifecycle cost analysis during bid preparation.

Track record.

Aggregated. Project-specific references available on request.

£1bn+

Our consultants have closed projects with a total value exceeding

Top 4

Audit firms have independently reviewed the firm's financial models and have always passed stringent due diligence.

150+

combined years of senior team experience

5

lender and investor networks (United Kingdom, Europe, Middle East, Africa and Asia)

A confidential reference list of named projects and clients is available on request from the CEO, with prior approval from the relevant client.

Senior team.

The firm's pedigree, in capability terms. Individual references on engagement.

Public-sector PPP heritage.

Senior team includes former members of HM Treasury's Public Private Partnership Taskforce and the United Kingdom Government's Building Research Establishment PPP Unit, which set the standard for UK PPP building structures. European Union designated procurement expert.

Project finance modelling.

Senior project finance modelling led by a former senior advisor from a major City of London bank, with a doctorate in financial modelling. (Published author) Models routinely tested against Top 4 audit firm review and the audit teams of UK and International banks. Risk modelling uses Vose software, as used by the World Bank.

Forensic financial review and lifecycle costing.

Senior forensic financial review and stringent bid documentation drafting. Lifecycle cost expertise — identifying the specific costs that need to be incorporated into a project in any given jurisdiction.

Over 150 years of combined senior team experience. Every engagement is partner-led; all work is performed at senior partner level.

What we believe.

Selected lines from the firm's published Insights series. (See Website for further details) www.pppconsultants.org

“Closing a Public Private Partnership project on time and on budget is a function of work done long before bidders see the documentation.”

From: Closing a PPP — the discipline, not the decoration.

“Bids are scored, not read.”

From: Writing infrastructure tenders to the evaluation matrix.

“Engineering feasibility and financial bankability are different tests.”

From: Buildable is not bankable.

“Capital follows credibility.”

From: Raising competitive finance for infrastructure.

When clients engage us.

Specific situations the firm is built to address.

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| 01 | A bidder consortium six months from RFP submission, building a financial structure that competes against the major project lenders. | 02 | A procuring authority refining a draft Output Specification to withstand sponsor scrutiny. |
| 03 | An infrastructure sponsor commissioning independent stress-testing of senior debt and equity stacks. | 04 | A public-sector procurement team commissioning independent review of scoring methodology before publication. |
| 05 | A commercially viable infrastructure project requiring debt and equity raised on competitive terms in time for Financial Close. | 06 | A potential bidder commissioning partner-led support across the full procurement cycle, from initial assessment through to Financial Close. |

Each is the kind of engagement the firm is built to lead.

Where we add value.

Six specific moments where the firm makes a measurable difference for clients.

01 **Bid documentation that scores.**

Drafted to the evaluation matrix line by line, in clear and evaluable English so international panels score it consistently.

02 **Financial models that pass first audit.**

Withstanding Top 4 review on first pass, accelerating the path from Preferred Bidder to Financial Close.

03 **Risk matrices that survive lender review.**

Saving sponsors months of renegotiation between Preferred Bidder and Financial Close.

04 **Competitive senior debt and equity.**

Sourced from competitive lenders across United Kingdom, European, Middle East and Asian capital pools.

05 **Output Specifications that work in practice.**

Aligning contractor incentive with public outcome — for authorities, the foundation of a working PPP.

06 **Negotiation support to Financial Close.**

Partner-led from commencement through to Financial Close.

The first conversation.

How an engagement begins.

Every initial conversation is with a partner of the firm — by telephone, by video, or in person.



The conversation is exploratory and conducted under commercial confidentiality.



After the conversation, the firm will set out a partner-led approach, the senior team that would lead the engagement, and the commercial terms. Every engagement is conducted at partner level, with the full discipline of the firm behind it.



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