

## PLENARY GROUP PROFILE

### KEY STATISTICS

ESTABLISHED: 2004

PROJECTS  
CLOSED / IN  
OPERATION 35 / 21

TOTAL  
PROJECT  
VALUE: \$24bn

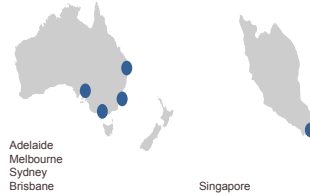
OFFICES: 10

EMPLOYEES: 160+

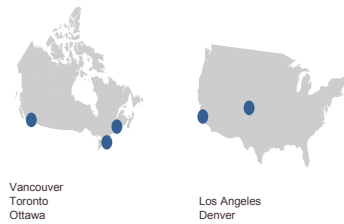
### PROFILE

- 78% increase in portfolio capitalisation since 2012.
- 2013/14 Expansion into the US with appointment of 16 US employees
- New offices opened in Los Angeles, Denver and Brisbane
- Largest participant in the Australian and Canadian PPP market with 160+ people
- 2014 Global Infrastructure Developer of the Year, Global, Asia Pacific and North American PPP Deal of the Year – Infrastructure Investor Magazine.
- 2015 Global Developer of the Year; Global Deal of the Year; PPP Deal of the Year – North America; PPP Deal of the Year – Asia Pacific

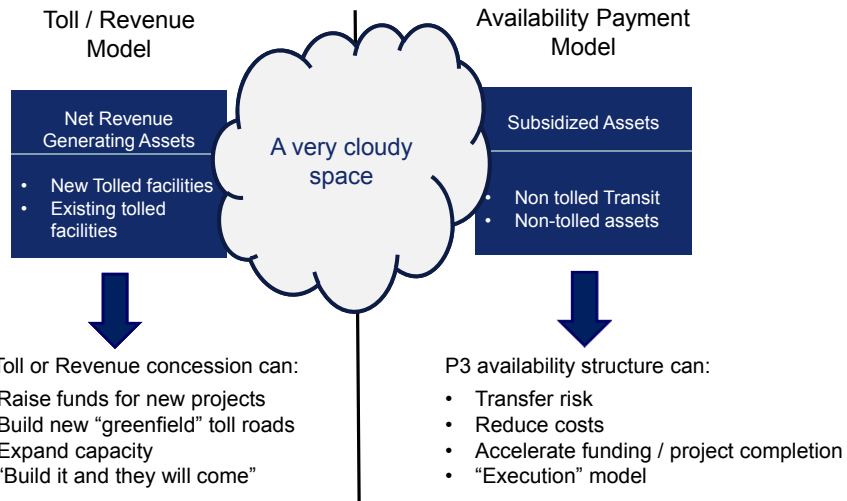
### Asia Pacific



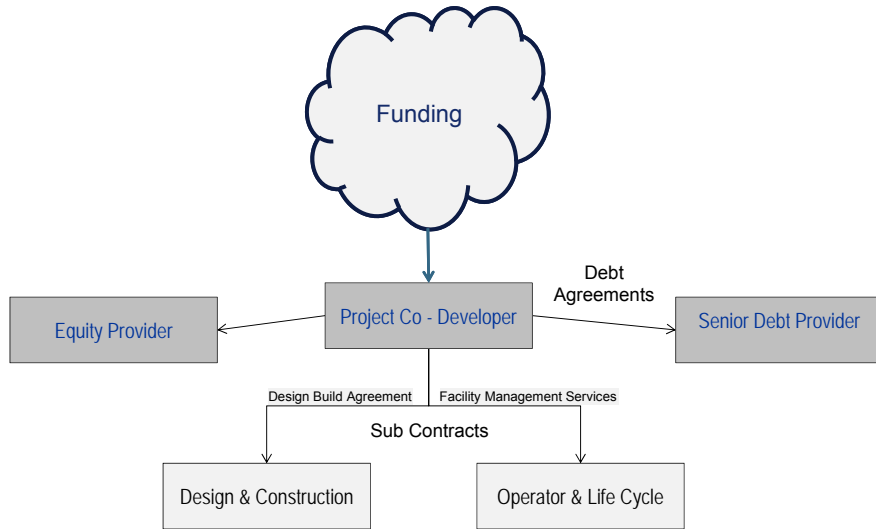
### North America



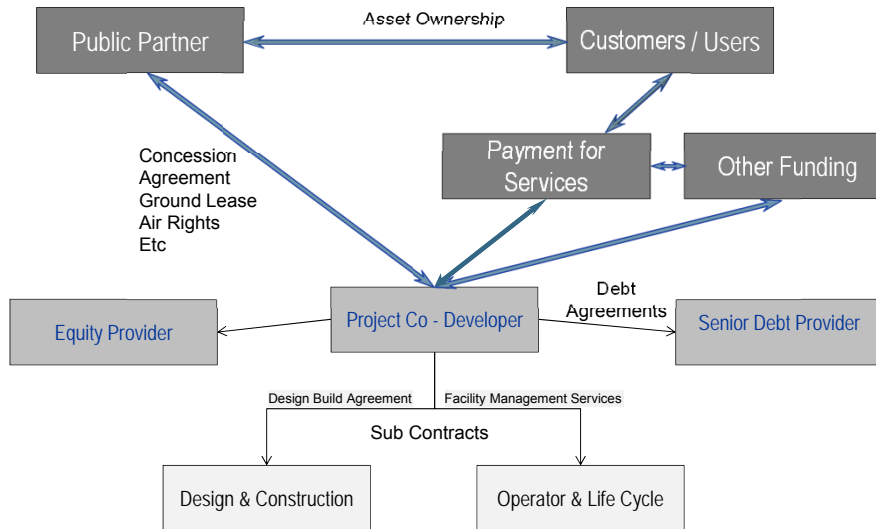
## At a high level, two Models .....



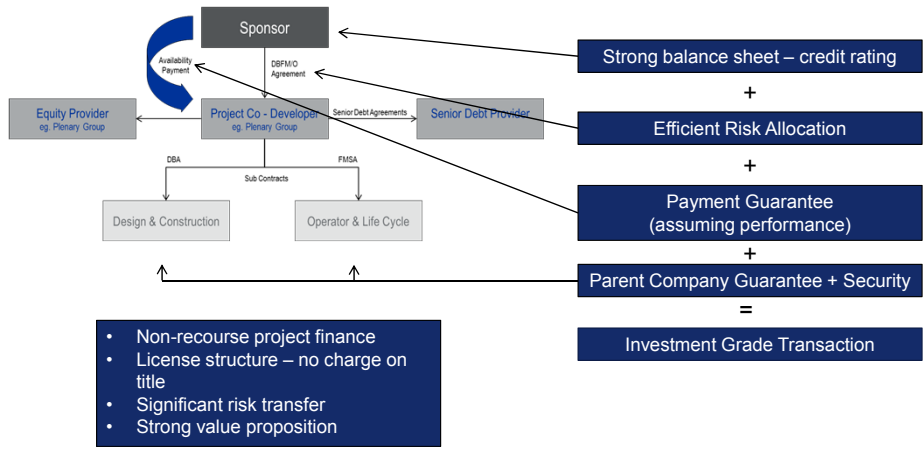
### Basic Deal Structure



### Toll / Revenue Structure



### Availability Model Deal Structure Attributes



### P3 Models – Project Funding Options & Risk Transfer

