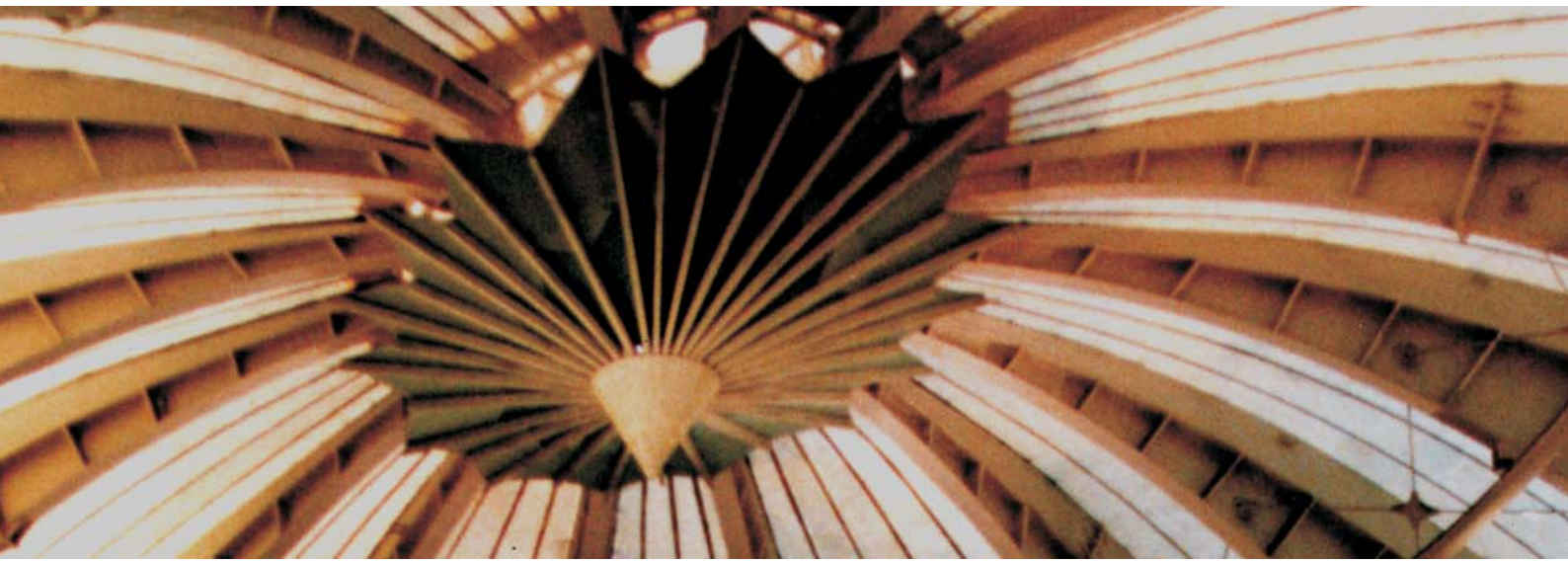
Genesis



Infrastructure Leasing & Financial Services Ltd (IL&FS) was incorporated in 1987 with the twin business mandates of commercializing infrastructure projects and setting up value added financial services. The initial joint venture format included Central Bank of India, Unit Trust of India and The Housing Development Finance Corporation. IL&FS commenced operations in 1988. Over time additional institutional shareholders came on board to facilitate IL&FS with the capital base essential for delivery on the business mandates

The organisation has quickly grown to be recognized as a professional institution with a skilled cadre of personnel and distinctive businesses. The IL&FS Group has developed a pool of institutionalized resources and functional expertise in areas such as project management, project engineering, finance, risk management and environmental-social management, that are strategic to the Infrastructure development activity.

Evolution

Organisationally, the IL&FS Group has evolved along routes perfectly configured to business requirements. Technical support and service groups provide specialized expertise. Project development and sectoral companies house the ability to seed initiatives and carry them through to completion. Strong core skills, key to successful project development and project financing, across sectors, have been developed within the Group. These have aided IL&FS in spreading its expertise across a variety of sectors nationwide

In each sector, the IL&FS Group has established specific, replicable, stand-alone, scalable prototypes for developing self-sustaining infrastructure projects. Well-tested templates have emerged as a result of the rich learning from this multi-project experience. These formats have enabled swift and smooth execution of infrastructure projects across sectors

Selection of Sectors in which IL&FS Operates:
Airports | Education | eGovernance | Environment | Health
Municipal Finance | Ports | Power | Rehabilitation of Assets
Resettlement and Rehabilitation | Roads and Bridges
Sanitation | Sewerage | Solid Waste Management | Special Economic Zones | Telecom | Urban Infrastructure | Water

IL&FS has developed the requisite capabilities to take infrastructure projects from concept to commissioning. With each project, IL&FS has focused on creating transparent, accountable and convergent processes. Post project commissioning, IL&FS is also involved in stabilizing project revenues and planning project financials, with particular emphasis on debt servicing and managing stakeholder value

In parallel, IL&FS has devised innovative mechanisms and products to facilitate project financing. Since inception, IL&FS has been rated AAA by three independent agencies; ICRA, CARE and FITCH, across all tenors of debt. The organisation recognized very early, that the maintenance of its credit rating was key to its sustainability

The integration of financial and project engineering skills, across projects, has provided IL&FS a unique positioning and has propelled the organisation well on the way to achieving its goal of linking infrastructure development to the capital markets, on a stand alone basis

Approach

Through a variety of projects structured in the Public Private Partnership (PPP) format, the IL&FS Group has benchmarked the private sector's role in and commitment towards infrastructure development on a large scale. It fosters creation of community and local level solutions and allows room for the integration of technical and financial expertise from professionals

Traditionally, infrastructure projects have been perceived as unviable at the concept stage. Experience has shown that projects which do not mitigate project risks adequately, result in sub-optimal solutions such as:
Higher life cycle costs
Lower transfer of risks to the private sector
Higher user charges
Lower realizable economic benefits
Poor response to bids
Fewer projects offered to the private sector

IL&FS has however, broken this traditional mould by employing a rigorous project development process that enables infrastructure projects to raise non-budgetary resources

Almost uniquely, IL&FS has institutionalized a project development approach, leveraging all the skill sets within the Group, to deliver cross-sectoral mandates

Stakeholder consultations form an integral part of IL&FS's unique project development process. Thus, a key benefit the process yields is that it provides stakeholders with complete clarity:

To Government : about the basis of support to make the project bankable

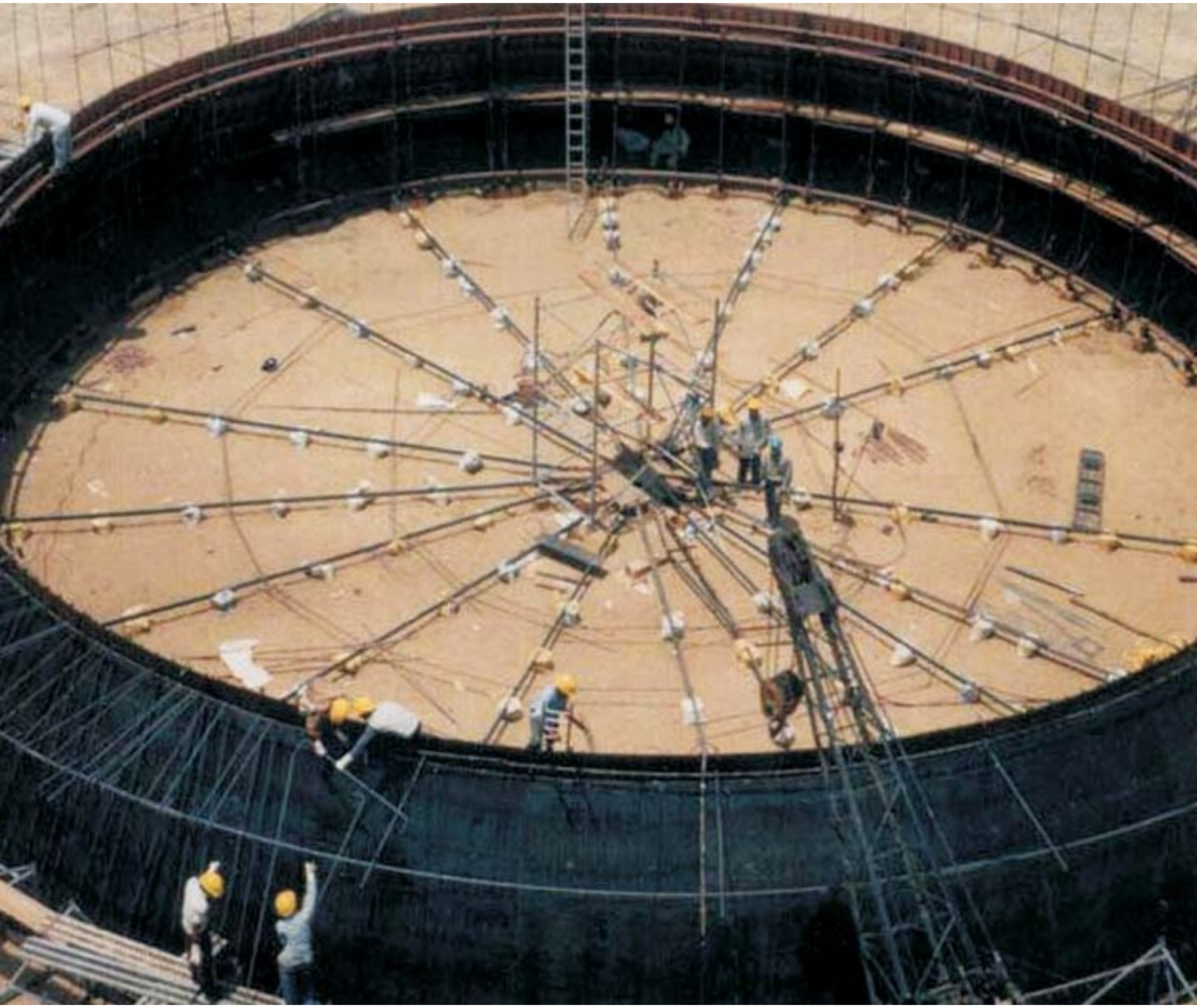
To the Private Sector : so they can bid at nominal bid costs and risk premia

To Financing Agencies: as the bankability of the project is demonstrated

IL&FS has field tested a wide range of institutional and financial models to support PPP interventions across sectors, with a strategic emphasis on Ports, Hydro-power, Rural Roads and Water

IL&FS Project Development Model

Unlike traditional models, the IL&FS project development cycle uniquely encompasses wide-ranging consultations with the local community. It also ensures a comprehensive assessment of environmental and social issues. Such assessment creates the basis for a mitigation plan, which is integrated into the project life cycle



Scale

IL&FS infrastructure development initiatives have been sectorally and geographically diverse.

Strategic relations with State Governments in 22 states and on-going relationships with various departments of the Central Government and Union Territories, have helped widen the IL&FS Group's national footprint

IL&FS's international presence includes offices in Singapore, Spain, London, and Dubai as well as strong network partners in Tokyo, Philippines and Abu Dhabi

Representative Projects

Project Name	*Location /State*
Surface Transport	
North Karnataka Expressway	Karnataka
Vadodara Halol Toll Road	Gujarat
Ahmedabad Mehsana Toll Road	Gujarat
West Gujarat Expressway	Gujarat
Nagpur City Bus Project	Nagpur
Thiruvananthapuram City Roads Phase I	Kerala
Delhi-Noida Toll Bridge	Delhi
RIDCOR Phase I	Rajasthan
Kotakatta Bypass - Kurnool Road	Andhra Pradesh
Beawar Gomti Road	Rajasthan
East Hyderabad Expressway Limited	Andhra Pradesh
Thiruvananthapuram City Roads	Kerala
Phase II & III	
Moradabad Bareilly	Uttar Pradesh
Hazaribagh Ranchi	Jharkhand
Pune Sholapur	Maharashtra
Ridcor Phase II	Rajasthan
Chandrapur Warora Road	Maharashtra
Jharkhand Accerlarated Road	Jharkhand
Development Programme Phase I & II	
Narketpally Addanki	Andhra Pradesh
Jorbat Shillong	Assam & Meghalaya
Chenani Nashri	Jammu & Kashmir
MP Border Check Posts	Madhya Pradesh
Gurgaon Metro Rail Link	Haryana
Chhattisgarh Accelerated Road Development Program	Chhattisgarh

Project Name	*Location /State*
Ports & Marine Infrastructure	
Nana Layja Shipyard	Gujarat
Pipavav Shipyard	Gujarat
Dighi Port	Maharashtra
Khambhat Port	Gujarat
Cuddalore Captive Port	Tamil Nadu
Fujairah Tank Farm	Fujairah, UAE
Port Projects in Advisory Role	
Gangavaram Port	Andhra Pradesh
Vizhinjam Port	Kerala
Krisnhapatnam Port	Andhra Pradesh
Area Development	
Integrated Townships	Gujarat, Orissa
Improvement of Existing Water Supply Networks	Delhi
Free Trade Warehousing Zone	Gujarat, West Bengal
Multisector Business Park	Karnataka
Mass Housing Project	Kolkatta
Logistics Parks	Gujarat
Integrated Development of Buddhist Circuit	Uttar Pradesh
Property Development Projects	Karnataka,
West	Bengal
Dighi Industrial Area Development Plan	Maharashtra
Super Specialty Hospitals Project	Karnataka
Investment Region Development Plan	Haryana
Smart Community/Eco City Project	DMIC Region
R&B Land Redevelopment Project	Andhra Pradesh
Riverfront Development Project	Assam
Multi Product SEZs	Andhra Pradesh, Madhya Pradesh
Agriculture Related Infrastructure Project	Andhra Pradesh
Turf Club Project	Punjab
Healthcare Infrastructure on Railway Land	National
Land Reclamation & City Development	Bhutan
Hospital Infrastructure	Andhra Pradesh
Water	
Tirupur Industrial Water Supply	Tamil Nadu
Paradip Water Supply Project	Orissa

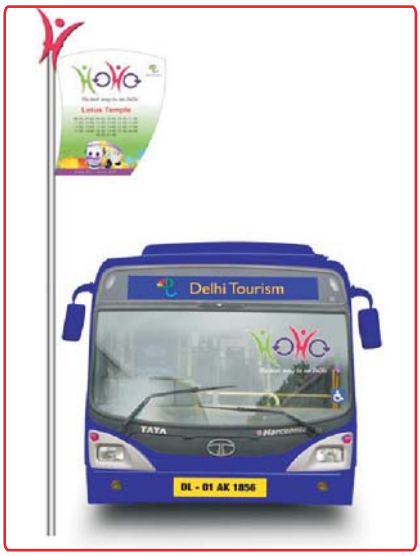
Project Name	*Location /State*
Urban Infrastructure	
8-Lane Access Controlled Expressway	Uttar Pradesh
JNNURM Projects	West Bengal
Rural Roads Development	Bihar, Jharkhand
Patna Water Supply Project	Bihar
Elevated Roads Project	Bihar
International Convention Centre	Bihar
Bus Terminals Project	Orissa
Inland Waterway for Coal Movement	West Bengal
Five Star Hotels and Convention Centres	Gujarat, Punjab
Karnataka Water Supply Project	Karnataka
Development of Modern Abattoirs	Karnataka
Dedicated Freight Corridors	Maharashtra, Delhi, Kolkatta
Transport Hubs	Uttaranchal
Contemporary Transport Model Project	Lakshadweep

Waste Management	
MSW Projects	Punjab
Compost Projects : O&M, Construction & Commissioning	Delhi, Punjab, Karnataka Kerala, Tamil Nadu, Rajasthan
Waste Processing: Construction & Demolition	Delhi
Waste to Energy Projects	Delhi
MSW Projects: Collection & Transportation	Maharashtra, Gujarat
Effluent/Hazardous Waste Treatment Projects	Andhra Pradesh
E-Waste Reprocessing Project	Andhra Pradesh

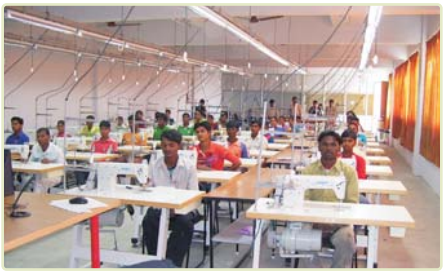
Waste Management: Advisory for CDM Projects	
Bundled Waste Processing	National
Installation of Bundled Composting	Tamil Nadu
Landfill Closure & Gas Capture Project	Maharashtra
Bundled Small Scale Wind Project	Maharashtra
Methane Recovery in Wastewater	Delhi
Methane/Biomass Energy Generation	Delhi
Composting Project	Tamil Nadu
Wind Power Projects	Tamil Nadu, Rajasthan, Madhya Pradesh
MSW Processing Units	Maharashtra

Solid Waste Management	
Integrated Waste Management Projects	Punjab,
Scientific Closure of Dump Sites	Maharashtra
Source Water Vulnerability Assessment	Uttar Pradesh, Maharashtra
Collection of Solid Waste Data, Waste Processing Technology, Scientific Management of Existing Dump Sites	Maharashtra
SWM Consultancy	Maharashtra

Project Name	*Location / State*
Geo-Spatial Solutions	
Survey of Notified Forest Blocks	Andhra Pradesh
Enterprise GIS Solutions	National
India Airtel Manage Services	National
India Airtel Land Base	National
Watershed Project	Rajasthan
Environment Infrastructure	
Bioremediation Projects	Tamil Nadu
Air Pollution Projects	Andhra Pradesh
Model Economic Townships Project	Haryana
Environmental Management Projects	National
Tourism	
Development of Business Tourism, Beach Tourism, Eco Tourism, Rural & Cultural Tourism, Religious Tourism, Way-side Amenities	Gujarat
Tourism Promotion at Lighthouses	National
Tourism Master Plan for Braj	Uttar Pradesh
Bhavani Island Tourism Project	Andhra Pradesh
Power: Developer/Equity Participant	
Thermal Power Project	Tripura, Tamil Nadu, Gujarat
Wind Power Projects	Rajasthan, Tamil Nadu, Gujarat, Madhya Pradesh
Cogeneration Projects	Maharashtra
Biomass Power Projects	Gujarat, Punjab, Bihar, Maharashtra
Washery Rejects Based Power Project	Chhattisgarh
Hydro Power Projects	Himachal Pradesh, Arunachal Pradesh
Indo-Nepal Transmission line	Nepal
North East Transmission Line	Tripura, Meghalaya, Assam
Power: Advisory	
Gas Based Thermal Power Projects	DMIC Region, Andhra Pradesh, Gujarat, Maharashtra
Coal Based Thermal Power Projects	Bihar, Andhra Pradesh
Thermal Power Projects	Bihar
Integrated Cane Processing Project	Maharashtra
Hydro Power Projects	Uttarakhand, Uttar Pradesh, Assam
Distribution Reforms	Bihar
Substation Automation	Delhi
Coal Blocks – Selection of Developer/JV Partner/MDO	Bihar, Jharkhand



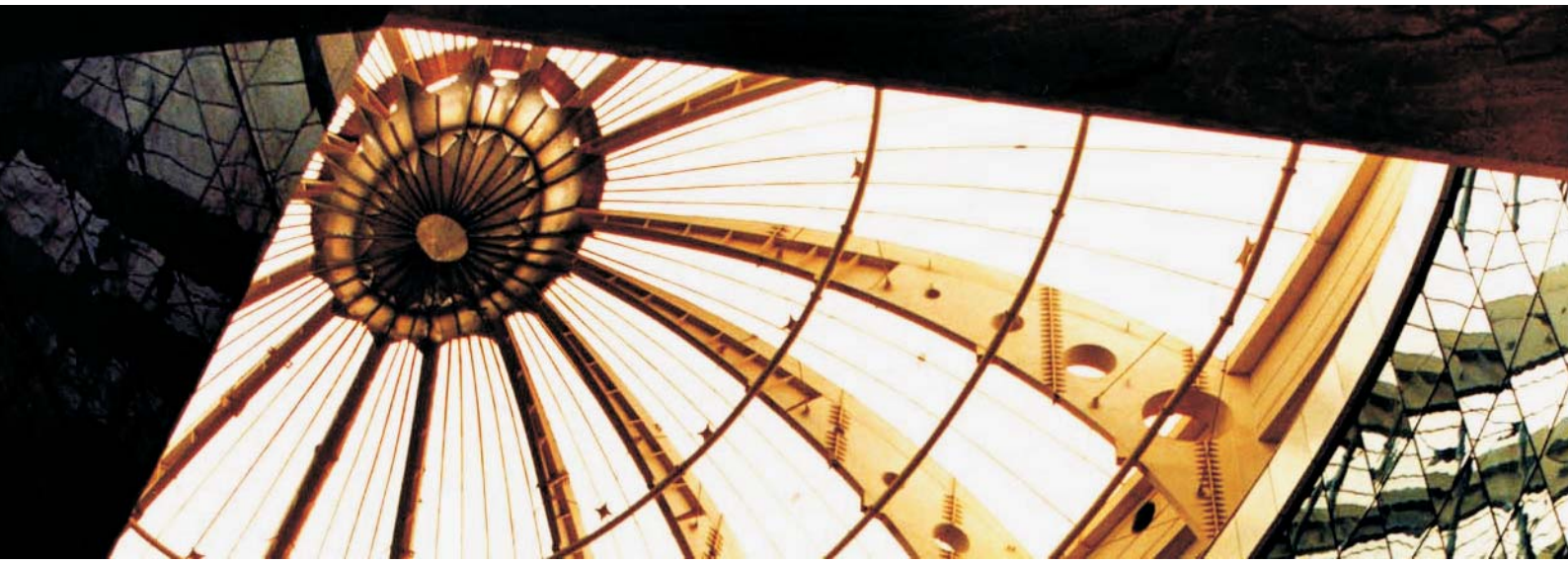
Project Name	*Location /State*
Asset Rehabilitation	
Old Mint House	Kolkatta
E-Governance	
National Initiative for Smart Governance	National
Industrial Clusters	
Setting up of 33 Integrated Textile Parks	National
Setting up of Mega Food Parks	National
Setting up of Common Facilities for AYUSH Sector	National
Setting up Engineering Park	Tamil Nadu
Upgrading Infrastructure in Vatwa Industrial Estate	Gujarat
Integrated Development of Bamboo Cluster	Tripura
Technical Assistance to Lace Cluster	Andhra Pradesh
Providing Urban Amenities in Rural Areas	Rajasthan, Uttarakhand
Capacitating BDS in Leather Clusters	Uttar Pradesh
Implementing Food Processing Sector Vision	Bihar
Integrated Development of Handloom Clusters	Bihar
Skill Development	
Skills for Employment in Apparel Manufacturing (SEAM)	National
Skills for Employment in Leather Fabrication (SELF)	National
Skills Training for Engineering & Production Systems (STEPS)	National
Skills for Employment in Service Sector (SESS)	National
Skills for Employment in Construction Sector	National
Setting up Multi Skills Schools on PPP Mode	National
Education	
Integrated Infrastructure Refurbishment of	Delhi
Government Schools Establishment of New Schools	Gujarat, Karnataka, Andhra Pradesh
Up-gradation of existing Schools	Gujarat
Refurbishment/Demolition/New Construction Of Municipal Schools	Maharashtra
Integrated School Improvement Program for Municipal Schools	Maharashtra
Establishment of Engineering College	Bihar
Establishment of Multi Skills School	Andhra Pradesh



Financing Initiatives to Support Public Private Partnership Projects in Infrastructure

Name	*Purpose*
Structured Mezzanine Credit Facility	Long-term Mezzanine credit for Infrastructure and Industrial sectors
Pooled Municipal Debt Obligation	Long-term financing for Urban infrastructure Projects
India Project Development Fund and Pan Asia Project Development Fund	Funding infrastructure project development
AIG Indian Sectoral Equity Fund	Inducting long-term equity support for infrastructure Projects in India
Leverage India Fund and Tara India Fund III	Investing primarily in Infrastructure and select growth sectors
Standard Chartered IL&FS Asia Infrastructure Growth Fund (SCI Asia)	Investing across core infrastructure assets in the Asian Region, focus being on India and China

IL&FS Business Focus



Successful Delivery of An Infrastructure Mandate on a PPP basis

Project Development
Project Sponsorship
Project Management
Stakeholder Value Management

Management & Technical Skills	Project Design & Sector Specialisation	Engineering & Project Management	Legal & Contractual Documentation	Environmental & Social Management

Financial Engineering Skills	**Investment Banking**	**Distribution**	**Private Equity**
	Structured/Asset Finance Corporate Advisory/M&A Project Finance	Broking Project Syndication Merchant Banking	Venture Funds Infrastructure Funds