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.

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.

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

Strategic relations with State Governments in 22 states and ongoing 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

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

#### Ports & Marine Infrastructure
- Nana Laya Shipyard
- Pipavav Shipyard
- Dighi Port
- Khambhat Port
- Cuddalore Captive Port
- Fujairah Tank Farm

#### Port Projects in Advisory Role
- Gangavaram Port
- Vizhinjam Port
- Krishnapatnam Port

#### Area Development
- Integrated Townships
- Improvement of Existing Water Supply Networks
- Free Trade Warehousing Zone
- Multisector Business Park
- Mass Housing Project
- Logistics Parks
- Integrated Development of Buddhist Circuit
- Property Development Projects
- West
- Dighi Industrial Area Development Plan
- Super Specialty Hospitals Project
- Investment Region Development Plan
- Smart Community/Eco City Project
- R&B Land Redevelopment Project
- Riverfront Development Project
- Multi Product SEZs

#### Agriculture Related Infrastructure Project
- Turf Club Project
- Healthcare Infrastructure on Railway Land
- Land Reclamation & City Development
- Hospital Infrastructure

#### Water
- Tirupur Industrial Water Supply
- Paradip Water Supply Project

### Location /State

- Gujarat
- Gujarat
- Maharashtra
- Gujarat
- Tamil Nadu
- Fujairah, UAE
- Andhra Pradesh
- Kerala
- Andhra Pradesh
- Gujarat, Orissa
- Delhi
- Gujarat, West Bengal
- Karnataka
- Kolkatta
- Gujarat
- Uttar Pradesh
- Karnataka
- Bengal
- Maharashtra
- Karnataka
- Haryana
- DMIC Region
- Andhra Pradesh
- Assam
- Andhra Pradesh, Madhya Pradesh
- Andhra Pradesh
- Punjab
- National
- Bhutan
- Andhra Pradesh
- Tamil Nadu
- Orissa
**Project Name**

**Urban Infrastructure**
8-Lane Access Controlled Expressway
JNNURM Projects
Rural Roads Development
Patna Water Supply Project
Elevated Roads Project
International Convention Centre
Bus Terminals Project
Inland Waterway for Coal Movement
Five Star Hotels and Convention Centres
Karnataka Water Supply Project
Development of Modern Abattoirs
Dedicated Freight Corridors
Transport Hubs
Contemporary Transport Model Project

**Location /State**
Uttar Pradesh
West Bengal
Bihar, Jharkhand
Bihar
Bihar
Orissa
West Bengal
Gujarat, Punjab
Karnataka
Karnataka
Maharashtra, Delhi, Kolkatta
Uttaranchal
Lakshadweep

**Waste Management**
MSW Projects
Compost Projects: O&M, Construction & Commissioning
Waste Processing: Construction & Demolition
Waste to Energy Projects
MSW Projects: Collection & Transportation
Effluent/Hazardous Waste Treatment Projects
E-Waste Reprocessing Project

**Location /State**
Punjab
Delhi, Punjab, Karnataka
Kerala, Tamil Nadu, Rajasthan
Delhi
Delhi
Maharashtra, Gujarat
Andhra Pradesh
Andhra Pradesh

**Waste Management: Advisory for CDM Projects**
Bundled Waste Processing
Installation of Bundled Composting
Landfill Closure & Gas Capture Project
Bundled Small Scale Wind Project
Methane Recovery in Wastewater
Methane/Biomass Energy Generation
Composting Project
Wind Power Projects

**Location /State**
National
Tamil Nadu
Maharashtra
Maharashtra
Delhi
Delhi
Tamil Nadu
Tamil Nadu, Rajasthan,
Madhya Pradesh
Maharashtra

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

**Location /State**
Punjab,
Maharashtra
Uttar Pradesh, Maharashtra
Maharashtra
Maharashtra
<table>
<thead>
<tr>
<th><strong>Project Name</strong></th>
<th><strong>Location / State</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Geo-Spatial Solutions</strong></td>
<td>Andhra Pradesh, National, National, Rajasthan</td>
</tr>
<tr>
<td>Survey of Notified Forest Blocks</td>
<td>Andhra Pradesh</td>
</tr>
<tr>
<td>Enterprise GIS Solutions</td>
<td>National</td>
</tr>
<tr>
<td>India Airtel Manage Services</td>
<td>National</td>
</tr>
<tr>
<td>India Airtel Land Base</td>
<td>National</td>
</tr>
<tr>
<td>Watershed Project</td>
<td>Rajasthan</td>
</tr>
</tbody>
</table>

| **Environment Infrastructure** | Tamil Nadu, Andhra Pradesh, Haryana, National |
| Bioremediation Projects | Tamil Nadu |
| Air Pollution Projects | Andhra Pradesh |
| Model Economic Townships Project | Haryana |
| Environmental Management Projects | National |

| **Tourism** | Gujarat, National, Uttar Pradesh, Andhra Pradesh |
| 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** | Tripura, Tamil Nadu, Gujarat, Rajasthan, Tamil Nadu, Gujaratu, Madhya Pradesh, Maharashtra, Gujarat, Punjab, Bihar, Maharashtra, Chhattisgarh, Himachal Pradesh, Arunachal Pradesh, Nepal, Tripura, Meghalaya, Assam |
| Thermal Power Project | Tripura, Tamil Nadu, Gujarat |
| Wind Power Projects | Rajasthan, Tamil Nadu, Gujaratu, Madhya Pradesh |
| Cogeneration Projects | Maharashtra |
| Biomass Power Projects | Gujarat, Punjab, Bihar, Maharashtra |
| Washery Rejects Based Power Project | Chhattisgarh |
| Hydro Power Projects | Himachal Pradesh |
| Indo-Nepal Transmission line | Arunachal Pradesh |
| North East Transmission Line | Nepal |

| **Power: Advisory** | DMIC Region, Andhra Pradesh, Gujarat, Maharashtra, Bihar, Andhra Pradesh, Bihar, Maharashtra, Uttarakhand, Uttar Pradesh, Assam, Bihar, Delhi, Bihar, Jharkhand |
| 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**

**Asset Rehabilitation**
Old Mint House

Location /State: Kolkatta

**E-Governance**
National Initiative for Smart Governance

Location /State: National

**Industrial Clusters**
- Setting up of 33 Integrated Textile Parks
- Setting up of Mega Food Parks
- Setting up of Common Facilities for AYUSH Sector
- Setting up Engineering Park
- Upgrading Infrastructure in Vatwa Industrial Estate
- Integrated Development of Bamboo Cluster
- Technical Assistance to Lace Cluster
- Providing Urban Amenities in Rural Areas

- Capacitating BDS in Leather Clusters
- Implementing Food Processing Sector Vision
- Integrated Development of Handloom Clusters

Location /State:
- National
- Tamil Nadu
- Gujarat
- Tripura
- Andhra Pradesh
- Rajasthan,
- Uttarakhand
- Uttar Pradesh
- Bihar

**Skill Development**
- Skills for Employment in Apparel Manufacturing (SEAM)
- Skills for Employment in Leather Fabrication (SELF)
- Skills Training for Engineering & Production Systems (STEPS)
- Skills for Employment in Service Sector (SESS)
- Skills for Employment in Construction Sector
- Setting up Multi Skills Schools on PPP Mode

Location /State:
- National
- National
- National
- National
- National

**Education**
Integrated Infrastructure Refurbishment of Government Schools
Establishment of New Schools

Location /State:
- Delhi
- Gujarat,
- Karnataka,
- Andhra Pradesh
- Maharashtra
- Bihar
- Andhra Pradesh

- Up-gradation of existing Schools
- Refurbishment/Demolition/New Construction Of Municipal Schools
- Integrated School Improvement Program for Municipal Schools
- Establishment of Engineering College
- Establishment of Multi Skills School
# Financing Initiatives to Support Public Private Partnership Projects in Infrastructure

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

Successful Delivery of An Infrastructure Mandate on a PPP basis

<table>
<thead>
<tr>
<th>Management &amp; Technical Skills</th>
<th>Project Design &amp; Sector Specialisation</th>
<th>Engineering &amp; Project Management</th>
<th>Legal &amp; Contractual Documentation</th>
<th>Environmental &amp; Social Management</th>
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<tbody>
<tr>
<td>Financial Engineering Skills</td>
<td>Investment Banking</td>
<td>Distribution</td>
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<td>Structured/Asset Finance</td>
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<td>Venture Funds</td>
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<td></td>
<td>Corporate Advisory/M&amp;A</td>
<td>Project Syndication</td>
<td>Infrastructure Funds</td>
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</tr>
<tr>
<td></td>
<td>Project Finance</td>
<td>Merchant Banking</td>
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