







Partner with Us

March 2020

Our three central responsibilities



Investing \$35B in four priority sectors

			
Green Infrastructure	Public Transit	Trade and Transport	Broadband
Examples include: water services and wastewater treatment, renewable energy, electricity transmission, interties and district energy	Examples include: light rail transit, subways, and bus rapid transit	Examples include: ports, freight and passenger rail, highways, all-season and resource roads, bridges and tunnels	Example includes: broadband infrastructure bringing 50/10 high-speed connectivity to unserved and underserved communities

Announcements

August 22, 2018



\$1.283 billion
(Transit)

May 30, 2019



Up to \$2 billion
(GO Expansion)

June 25, 2019



Up to \$55 million
(High Frequency Rail)

July 15, 2019



Up to \$20 million
(Water and Wastewater)

August 1, 2019



Memorandum of Understanding
(District Energy)

August 28, 2019



Advisory Engagement
(Hydroelectricity Expansion)

Announcements (cont'd)

December 4, 2019



Up to \$300 million
(Contrecoeur Port)

December 17, 2019



Memorandum of Understanding
(Wind Farm)

February 5, 2020



Memorandum of Understanding
(Hydro-Fibre Link)

Our main functions



Leading advisory and investment expertise

- We play an **active advisory role with public sector project sponsors**
 - Increase awareness regarding innovative investment and financing models
 - Assess, at no cost to project sponsors, revenue-generating project proposals
 - Build relationships with the market through tools such as market soundings to determine private sector interest
 - Evaluate the public interest and bankability of projects
- We offer specialized commercial and **investment expertise**
 - Structuring debt, equity, hybrid investments
 - Complex financial modeling
 - Financial advisory
 - Project structuring and procurement options

In-house professionals

- Members of our team have worked for major banks, advisory, infrastructure and investment firms. They bring experience from large transactions in Canada and around the world in sectors such as:
 - Power and renewables
 - Public transit
 - Roads and toll roads
 - Rail and light rail transit
 - Ports
 - Water and wastewater
 - Broadband



Working with our partners

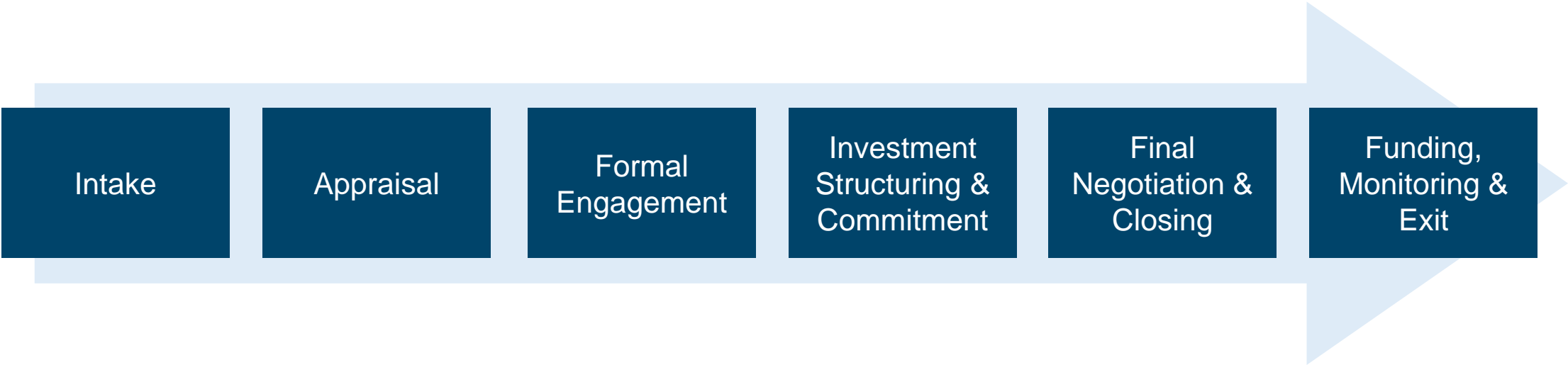
- Partner with governments on their priority projects
- Invest to fill financing gap in projects
- Focus on new revenue generating projects in priority sectors
- Attract new private capital to infrastructure projects
- Transfer appropriate risk to the private sector
- Structure terms to drive private sector performance
- Align risk with reward
- No sales of existing assets

Influence on private investment and risk transfer

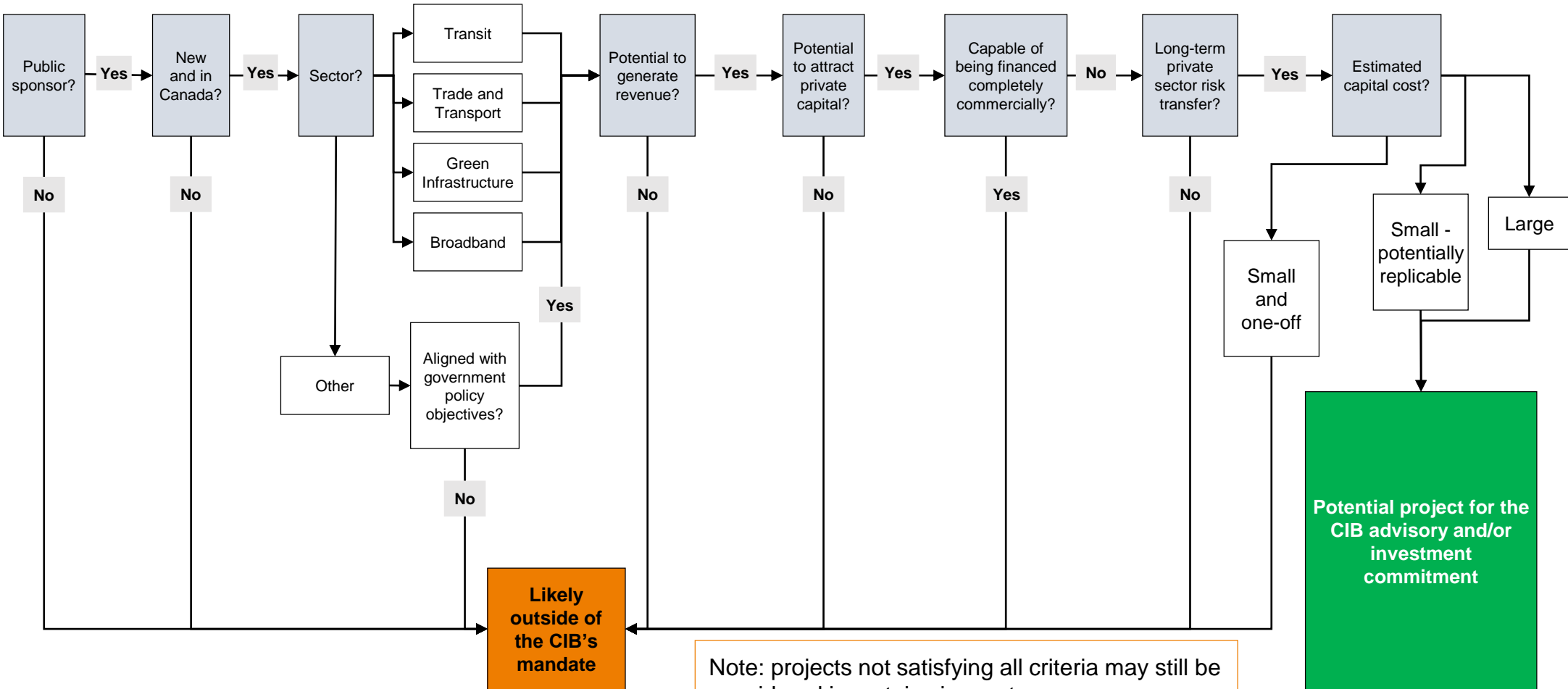
	Design Bid Build (DBB)	Design Build (DB)	Design Build Finance (DBF)	Design Build Finance Maintain (DBFM)	Design Build Finance Operate & Maintain (DBFOM)	DBFOM with Revenue/Usage Risk Transfer
Financing	Increased Private Sector Financing →					
Public	Public	Public	Public	Public	Public	Public
Private			Private (short-term)	Private (long-term)	Private (long-term)	Private (long-term)
CIB				CIB Financing	CIB Financing	CIB Financing
Risk Allocation	Increased Risk Transfer to Private Sector →					
Design	Public	Private	Private	Private	Private	Private
Build	Public	Private	Private	Private	Private	Private
Maintain	Public	Public	Public	Private	Private	Private
Operate	Public	Public	Public	Public	Private	Private
Revenue/usage	Public	Public	Public	Public	Public	Private

Public-Private Partnership Models

Project process flowchart



Appraisal of potential advisory/investment mandates



Note: projects not satisfying all criteria may still be considered in certain circumstances.

Questions for project sponsors to consider

- Does my project fall under one of the CIB's priority sectors?
- Does a financing gap exist in my project without the CIB's involvement?
- Is my project capable of generating revenue?
- Is there a reasonable probability to attract private capital to my project?
- Does my project transfer appropriate risk to the private sector throughout the project lifecycle?
- Is my project considered transformational?
- For smaller projects, does the project have the potential to be replicated in other jurisdictions?

Important factors at project intake

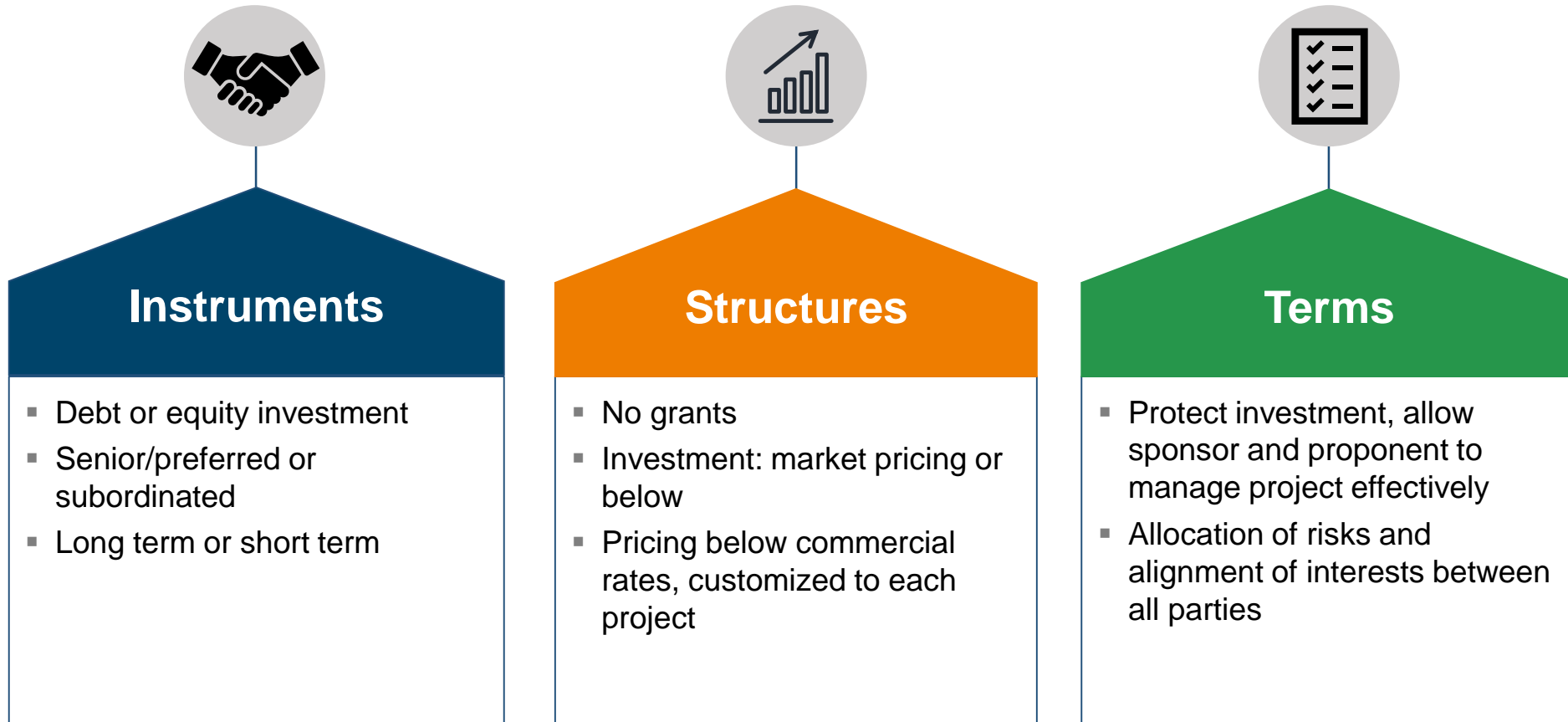
Public Interest

- Consistent with federal infrastructure priorities and outcomes
- Alignment with government sponsor priorities (as expressed in Throne Speech, Budget, Capital Plan, government policies, project-specific announcement and more)
- Support economic growth
- Contribute to infrastructure sustainability

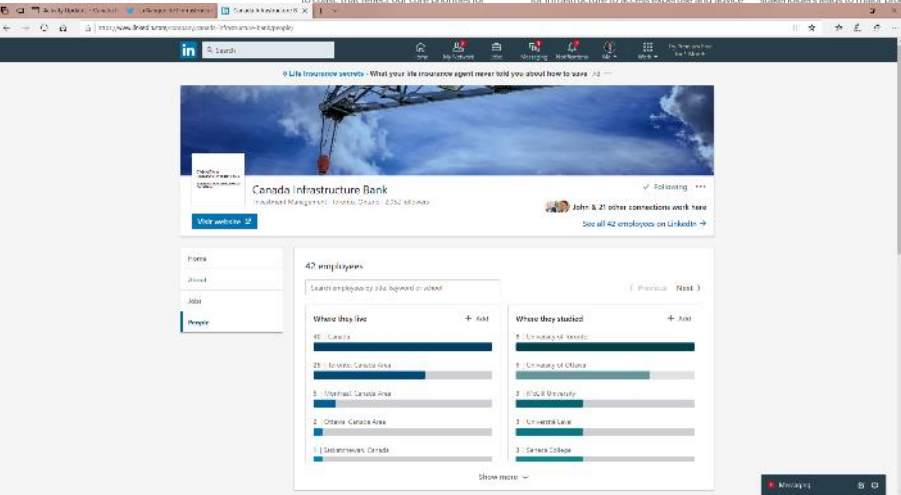
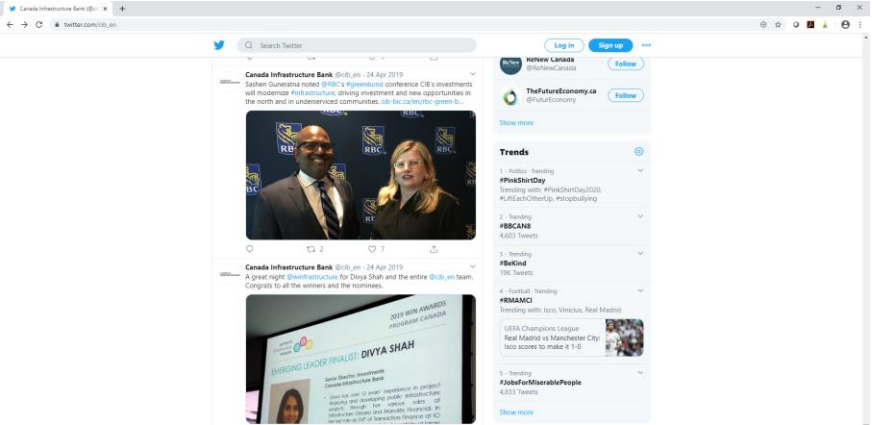
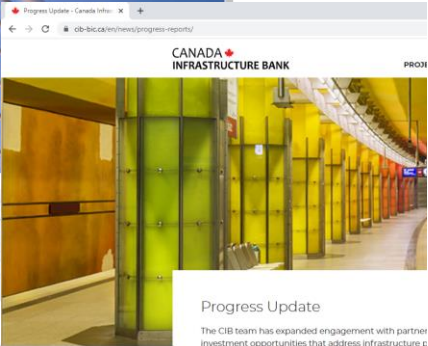
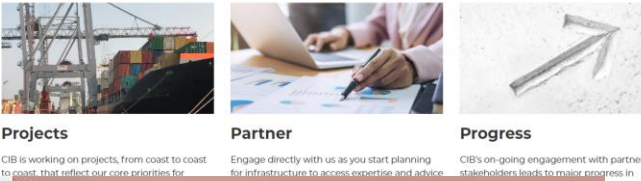
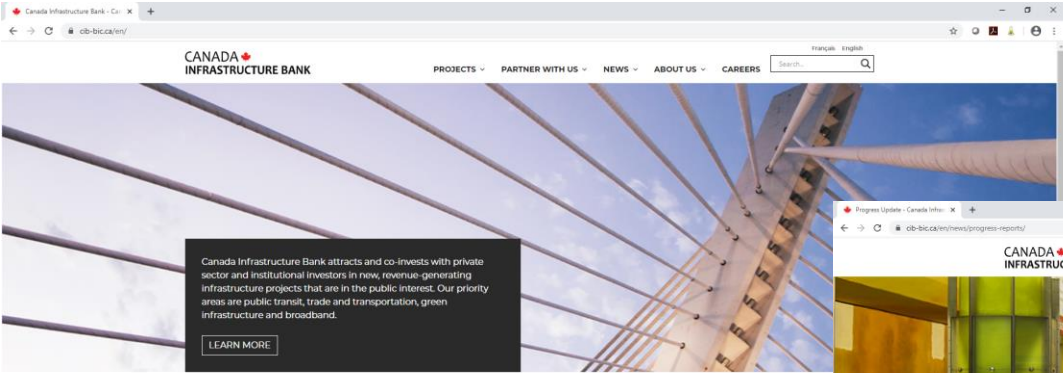
Bankability

- Compelling business case
- Appropriate stage of development
- Revenue generation
- Attracting private capital
- Appropriate risk transfer
- Market testing and optimization of costs

Investment approach is flexible and customized



Connect in-person or online



Projects Timeline – January 2020				
<p>August 2018</p> <ul style="list-style-type: none"> • Réseau express métropolitain (REM): \$1.25 billion investment in Montreal transit project 	<p>June 2019</p> <ul style="list-style-type: none"> • VIA Rail High Frequency Rail: \$10 million commitment for planning and pre-procurement 	<p>August 2019</p> <ul style="list-style-type: none"> • Lulu Island District Energy: Memorandum of Understanding with City of Richmond 	<p>August 2019</p> <ul style="list-style-type: none"> • Talbot Hydroelectricity Expansion: Advisory work with the Government of Northwest Territories 	<p>December 2019</p> <ul style="list-style-type: none"> • Pirate Harbour Wind Farm: Memorandum of Understanding

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