

**Jacobs Consultancy**  
**Worldwide Airport Privatization Experience**

|                       | Airport  | Client                                       | Privatization Studies | Acquisition Support | Debt/Equity Support |
|-----------------------|--|--|-----------------------|---------------------|---------------------|
| INDIA/<br>MIDDLE EAST | New Delhi, India                                   | Macquarie Bank                               |                       | ■                   |                     |
|                       | Mumbai, India                                      | Macquarie Bank                               |                       | ■                   |                     |
|                       | Hyderabad, India                                   | Government of Andhra Pradesh                 | ■                     |                     |                     |
|                       | Kuwait City, Kuwait                                | Commercial Real Estate Company               |                       | ■                   |                     |
|                       | Seeb and Salalah, Oman                             | Copenhagen Airports                          |                       | ■                   |                     |
| ASIA/PACIFIC          | Sydney, Australia                                  | Macquarie Bank                               |                       |                     | ■                   |
|                       | Perth, Australia                                   | Airport Group International                  |                       | ■                   |                     |
|                       | Brisbane, Australia                                | Airport Group International                  |                       | ■                   |                     |
|                       | Melbourne, Australia                               | Airport Group International                  |                       | ■                   |                     |
|                       | Canberra, Australia                                | Capital Airport Group                        |                       | ■                   |                     |
|                       | Adelaide, Australia                                | Manchester Airport / SERCO                   |                       | ■                   |                     |
|                       | Coolangatta, Australia                             | Manchester Airport / SERCO                   |                       | ■                   |                     |
|                       | Darwin, Australia                                  | Manchester Airport / SERCO                   |                       | ■                   |                     |
|                       | Phnom Penh and Siem Reap, Cambodia                 | PROPARCO / Vinci Airports                    |                       |                     | ■                   |
|                       | Hainan, China                                      | Copenhagen Airports                          |                       | ■                   |                     |
|                       | Seoul (Incheon), Korea                             | CSFB / Incheon International Airport Corp.   | ■                     |                     |                     |
|                       | Auckland, New Zealand                              | New Zealand Ministry of Finance              | ■                     |                     |                     |
|                       | Wellington, New Zealand                            | Manchester Airport / SERCO                   |                       | ■                   |                     |
| Thailand (5 airports) | Airports Authority of Thailand /CSFB/Merrill Lynch | ■  |                       |                     |                     |
| EUROPE                | BAA Airports                                       | UBS / PSP Investments                        |                       | ■                   | ■                   |
|                       | Birmingham, UK                                     | Infrastructure Funds Management              |                       | ■                   | ■                   |
|                       | Bratislava, Slovakia                               | Bratislava Airport                           | ■                     |                     |                     |
|                       | Brussels, Belgium                                  | Macquarie Bank                               |                       | ■                   |                     |
|                       | Budapest, Hungary                                  | Ferrovial Aeropuertos / Goldman Sachs Int'l  |                       | ■                   |                     |
|                       | Sofia, Bulgaria                                    | Government of Bulgaria                       | ■                     |                     |                     |
|                       | Larnaka and Pafos, Cyprus                          | Alterra Partners                             |                       | ■                   |                     |
|                       | London City, UK                                    | CVC Capital Partners                         |                       | ■                   |                     |
|                       | Hamburg, Germany                                   | Morrison & Co. / Infratil                    |                       | ■                   |                     |
|                       | Hamburg, Germany                                   | Hypo / Vereinsbank                           |                       |                     | ■                   |
|                       | Rome, Italy  | Leonardo Consortium                          |                       | ■                   |                     |
|                       | Rome, Italy  | Macquarie Bank                               |                       |                     | ■                   |
|                       | Malta  | Alterra Partners                             |                       | ■                   |                     |
| Warsaw, Poland        | Shortlisted Bank Consortia                         |  |                       | ■                   |                     |
| AFRICA                | Gabon  | World Bank, Government                       | ■                     |                     |                     |
|                       | Johannesburg, Cape Town, Durban, South Africa      | Schiphol / Lehman Brothers                   |                       |                     | ■                   |
|                       | Primkop, South Africa                              | Primkop Airport                              |                       |                     | ■                   |
|                       | Kilimanjaro, Tanzania                              | Development Bank of South Africa             |                       |                     | ■                   |
| CARIBBEAN             | Antigua  | Stanford Development Corporation             | ■                     |                     |                     |
|                       | Port-au-Prince, Haiti                              | Government of Haiti / CMEP / World Bank      | ■                     |                     |                     |
|                       | Aguadilla, Puerto Rico                             | Government Development Bank                  | ■                     |                     |                     |
| LATIN AMERICA         | Argentina (33 airports)                            | Ogden / SEA Milan Airports                   |                       |                     | ■                   |
|                       | Santiago, Chile                                    | Ministry of Public Works                     | ■                     |                     |                     |
|                       | Santiago, Chile                                    | Airport Group International                  |                       | ■                   |                     |
|                       | San Jose, Costa Rica                               | Airport Group International                  |                       | ■                   |                     |
|                       | Mexico ASUR (9 airports)                           | Copenhagen Airports / Cintra / Tribasa       |                       | ■                   |                     |
|                       | Mexico CentroNorte (13 airports)                   | Bechtel Enterprises / Houston Airport System |                       | ■                   |                     |
| Panama City, Panama   | International Finance Corporation                  | ■  |                       |                     |                     |
| UNITED STATES         | Branson, Missouri                                  | Branson Airport LLC                          |                       |                     | ■                   |
|                       | Chicago Midway                                     | Morgan Stanley / Aéroports de Paris          |                       |                     | ■                   |
|                       | Chicago Midway                                     | Private equity firm                          |                       | ■                   |                     |
|                       | Indianapolis                                       | Indianapolis Airport Authority               |                       | ■                   |                     |
|                       | New York JFK - IAT                                 | Ogden  |                       | ■                   |                     |
|                       | New York JFK - IAT                                 | LCOR / Schiphol                              |                       |                     | ■                   |
|                       | Stewart, New York                                  | Airport Group International                  |                       | ■                   |                     |