

NHFIC Professional Advisory Services (Panel Member) page 1

Applicant's name:	Caldrex Capital Pty Limited; ABN 79 115 808 298
Postal address:	Attention: Chris Winterbotham, GPO Box 3072, Sydney, NSW 2001
Contact:	Chris Winterbotham, Managing Director, Caldrex Capital
Business status	<input type="checkbox"/> Individual consultant <input checked="" type="checkbox"/> Consultancy firm <input type="checkbox"/> Association/group of individual consultants

Summary

Each of Caldrex's consultants has over 30 years' experience in their respective careers which cover Banking, Finance and Property Development and Construction gained at a senior level in large property development and construction companies, not for profits, State Government, large international and local banking institutions.

Group Experience includes:

Finance: credit proposal drafting and analysis, risk management including interest rate and currency derivatives, project and business financial modelling, fund raising (leasing, bond and loan capital markets), business and financial risk analysis, joint venture and non-recourse project finance including understanding/assessing key financial and banking ratios, transaction origination;

Business Planning: production and assessment of business plans, establishing KPIs, performance monitoring, establishing partner selection criteria and strategies and negotiating partner/joint venture agreements;

Property Development: Project feasibility assessment around major projects, including financial modelling, establishing milestone feasibility tests around concept, pre-feasibility and bankable feasibility. Responsibility for major social property development projects including, affordable and social housing, aged care centres, recovery centres and community centres valued at around \$350 million over the past 7 years.

Risk Management: preparation and assessment of detailed risk analyses across all transaction aspects including market, planning approvals, legal and tax, technical, construction, environmental, insurance, tax, financing, interest rate and currency risk management. Assessment, quantification and allocation of risk including developing risk mitigation strategies. Due diligence scoping, contracting and management with later integration to financial models and business plans.

Sector knowledge

Phil Owen has been consulting in the CHO sector for more than 12 years including as Project Director for Bonnyrigg Social Housing PPP, consulting roles with several Tier 1 CHOs and advising government on property development, transaction structuring and strategic advice. Drafting and assessment of financial models for property development and investment opportunities, most recently for SAHF2 and various projects for CHOs and Government (Communities Plus)

Peter Alward has more than 25 yrs. experience in major property development projects, and for the past 8 years was a Trustee and Director of The Salvation Army Property Portfolio, was a Founding Director of Salvos Housing (a CHP) and is Non-Executive Director of Pacific Link Housing (a CHP).

Gordon Wing-Lun has advised Tier 1 CHOs on their SAHF bids, as well as commercial developers' major commercial developments in Australia. Gordon is the Chair of the NGO, YourSide a community services provider. He has also been on the board of three other NGO's, ARAFMI NSW (now MHC), ARAFMI central Coast, mental health service providers and Nurses on Wheels in Bexley being also Chair of the Governance Committee.

Chris Winterbotham has developed feasibility assessments across numerous major property projects, including all key property due diligence aspects, detailed risk analysis and financial models.

Skills	Offered?	Demonstrated qualifications, consultancy skills and consulting track record
Finance	<input checked="" type="checkbox"/>	Chris and Gordon are investment banking consultants, each with 30+ years' experience. Chris has worked for major international banks including BNP Paribas, Macquarie, Barclays, Morgan Grenfell and Dresdner Kleinwort Benson, and was previously head of Project, Energy & Utilities advisory at BNP Paribas. Gordon has advised, arranged for clients on major fundings. Gordon has worked internationally for BNP Paribas, NM Rothschild and HSH Nordbank. Gordon also was General Manager Corporate Finance for NSW Treasury Corporation, advising on many of the early NSW PPP's between 1990-94.
Business planning	<input checked="" type="checkbox"/>	Chris has prepared and reviewed many business plans for major infrastructure projects and government accreditation.

		<p><i>Gordon has reviewed and completed many credit proposals which encompasses the borrower's Business Plan.</i></p> <p><i>Peter has been involved in the development of business plans and submissions for major tenders, proposals and including SAHF 1.</i></p>
Property development	✓	<p><i>Gordon has completed many major property financings including funding the now Marriot Hotel Sydney and the Pier Cairns Hotel, Queensland</i></p> <p><i>Phil has many years' experience with Leighton holdings in property development feasibilities and extensive experience in advising CHOs in property development</i></p> <p><i>Peter has overseen major property developments of aged care centres, affordable housing, recovery centres and community centres valued at around \$350 million over the past 7 years.</i></p>
Risk management	✓	<p><i>Chris has held senior credit risk management positions across several banks, held responsibility for advice, due diligence, risk analysis and risk management for major infrastructure and resources projects and priced and transacted major project interest rate and currency hedges.</i></p> <p><i>Gordon has reviewed and completed many credit proposals which encompasses understanding and documenting the risks of any borrowing proposal.</i></p> <p><i>Peter was a board member of the Risk Committee and Executive Committee of Aged Care Plus for the Salvation Army, Australia Eastern Territory.</i></p> <p><i>Phil has advised on identification, analysis and mitigation of risks for property development, PPP projects, construction and joint ventures.</i></p>

Geography	ACT	NSW	NT	Qld.	SA	Tas.	Vic.	WA
Office?	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Worked in?	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	✓	✓
Future work in?	<input type="checkbox"/>	✓	✓	✓	✓	<input type="checkbox"/>	✓	<input type="checkbox"/>