



# BEN

Business Engineering Network

**Investment Analysis**



**Market Analysis**



**Business Development**



**Trading**





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## Contacts

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## Profile and mission

### Profile

- ❑ BEN was founded in 1999 by a group of Engineering and Contracting professionals with a wide international experience in investment projects.
- ❑ The business model relies on a network of professionals sharing past joint successful experiences and a set of core values.
- ❑ The network covers complementary areas of international presence and competence.
- ❑ Geographical coverage: Europe, South America, North Africa, Middle East, China
- ❑ Practice areas:
  - Project Management
  - Economic and financial analysis
  - Business structuring
  - Complex negotiations
  - Marketing research and analysis
  - Business development

### Mission

- ❑ BEN's mission is to assist Industrial and financial investors in structuring and developing investment and business development projects, by providing an integrated professional support.
- ❑ We assist our customers becoming part or taking the lead of the project team in the most delicate phases of the development.





# Principles

## Values

- ❑ The activities and the relationship of BEN with its Customers, Employees and Business Partners are based on the following fundamental values.
  - ✓ *Professional and personal integrity*
  - ✓ *Independence of judgment and behaviour*
  - ✓ *Strong commitment*
  - ✓ *Focus on method*
  - ✓ *Customer's success as fundamental work goal*
  - ✓ *Teamwork*
  - ✓ *Innovation and upgrade of methodologies and practices.*



## Fundamental strategy

- ❑ Building a long lasting relationship with the Customer is our fundamental strategy.
- ❑ In order to achieve this, we focus on the achievement of the Customer's objectives.
- ❑ Since a great portion of our work derives from loyal Customers, we may operate efficiently and achieve savings that are reinvested in R&D activities.
- ❑ We can thus expand our areas of expertise and provide our Customers with a wider range of services.



# Our Market

## Our Customers

- ❑ Our Clients for *Business Advisory* services include industrial and financial investors, *multi-utility* companies and Public Bodies that continue to value our support for developing their opportunities.
- ❑ Our Clients for *Business Development* and *Trading* services include industrial firms, manufacturers of durable goods, service companies and Engineering Contractors.

In consideration of the commercial sensitivities and of the secrecy commitments undertaken, any detail about our customers' projects shall remain confidential.



## Why they choose BEN

- ❑ BEN is not comparable to other Advisors: while others do formal and standard appraisals, BEN is a *boutique* that provides customized solutions.
- ❑ BEN defines and addresses the problem in view of the Customer's objectives, while others provide bulky standard formalized responses.

	BEN	Others
Focus	Client's objectives	own workload
Background	industry	consultancy
Organization	Lean and Focused Teamwork	by Departments or Practices
Quality	<i>tailor made</i>	defined by Practice
Time of response	prompt	standard
Output	Synthetic, w/ answers to questions	Analytic, for Client's judgment



# Activities

## Activities and Sectors

### Activities

- ❑ BEN offers professional services in four distinct activity areas, helping its Clients:

#### Investment Analysis

- Appraise and structure investment projects.

#### Market Analysis

- Analyse a market segment and identify development opportunities and threats.

#### Business Development

- Develop and control investment projects.
- Promote sales of a service, of an industrial product or of a complex package.

#### Trading

- Promote sales of products and services.

### Sectors

- ❑ Energy
  - Oil
  - Gas
  - Power
- ❑ Environment
  - Water cycle
  - Waste
  - Effluents
- ❑ Infrastructure
  - Infrastructures
  - Marine works
  - Civil and buildings
- ❑ Industry





# Activities

## Investment Analysis

- ❑ BEN carries out **independent analysis of investments** on behalf of industrial and financial investors and of public Bodies.
- ❑ Typical projects, of industrial or financial basis, are:
  - Delocalization of activities and production sites
  - New projects (green or brown field)
  - Mergers and acquisitions (M&A)
  - Start-up and commercial investments
  - Joint Ventures abroad.
- ❑ Our contribution includes assistance to structuring the deal, from the feasibility study up to project control.



### Industrial Project



### Financial Project

- Transaction services**
- Early Appraisals
  - Business Due Diligence
  - Fixed assets appraisal
  - Market Analysis
  - Value Assessments



# Activities

## Investment Analysis

### *Feasibility Study*

Investors need to reduce time to market, costs and risks for their projects. Our approach to project feasibility analysis and project development helps you cope with these needs rapidly and effectively. We believe that an accurate analysis and planning of a project at an early stage are a necessary step to secure profitable business for your company.

### *Business Plan*

BEN helps you put your ideas in a frame that can be used either: internally, to enhance the definition of the business and to assess all risks and opportunities, or externally, to support or find partners or to raise funds. The work done jointly by BEN and its customer is summarized in a Business Plan.

### *Assessment*

An orderly analysis, planning and development of all aspects of a project is mandatory also for small and medium size projects: background, objectives, infrastructure, location, technology, execution plan, contracts, marketing, O&M, CapEx/OpEx budgets, cash flow, just to mention some of them. Back-up options also need to be identified.

### *Project Control*

It is extremely important to ensure that the implementation plan be carried out properly and with no delay or cost over-run. After structuring the project, the EPC phase develops until final commissioning of the facilities. Quality, budget and time control is crucial for the Developer and for the financing institutions that are supporting the project.

### *Transaction services*

BEN carries out technical and economical Due Diligence activities focusing on a detailed analysis of the operations from an industrial standpoint. OpEx and CapEx items are reviewed in detail and checked against own references and benchmarks. This analysis leads to a clear assessment of the business' ability to generate cash (EBITDA) in a time perspective.

BEN carries out independent research, surveys and contacts with counterparts at an early stage in order to assess the opportunity before activating or entering a transaction process.



# Activities

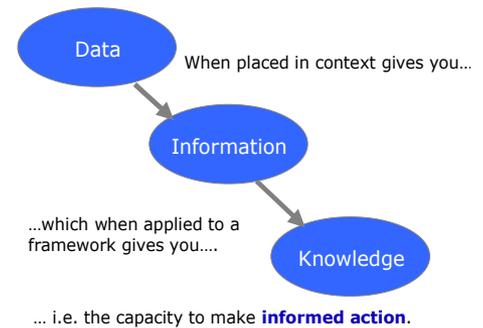
## Market Analysis

- ❑ BEN carries out research in market segments such as services, energy, multi-utility, industrial goods, manufacturing.
- ❑ Nevertheless, since BEN adopts a *bottom-up* approach, i.e. based on the analysis of detailed elements, we may successfully undertake research and analysis also in sectors where BEN has no previous experience.
- ❑ Every research is planned in order to specifically respond to the fundamental queries assigned by the Customer.
- ❑ Marketing research, like other research of scientific enquiry, involves a sequence of highly interrelated activities. The stages of the research process overlap continuously contributing to an ever better definition of the problem:



### Applications

- Market segment analysis
- Research of partners
- Research of funding
- Country or site surveys
- *Scouting*
- Land economy and traffic





## Activities

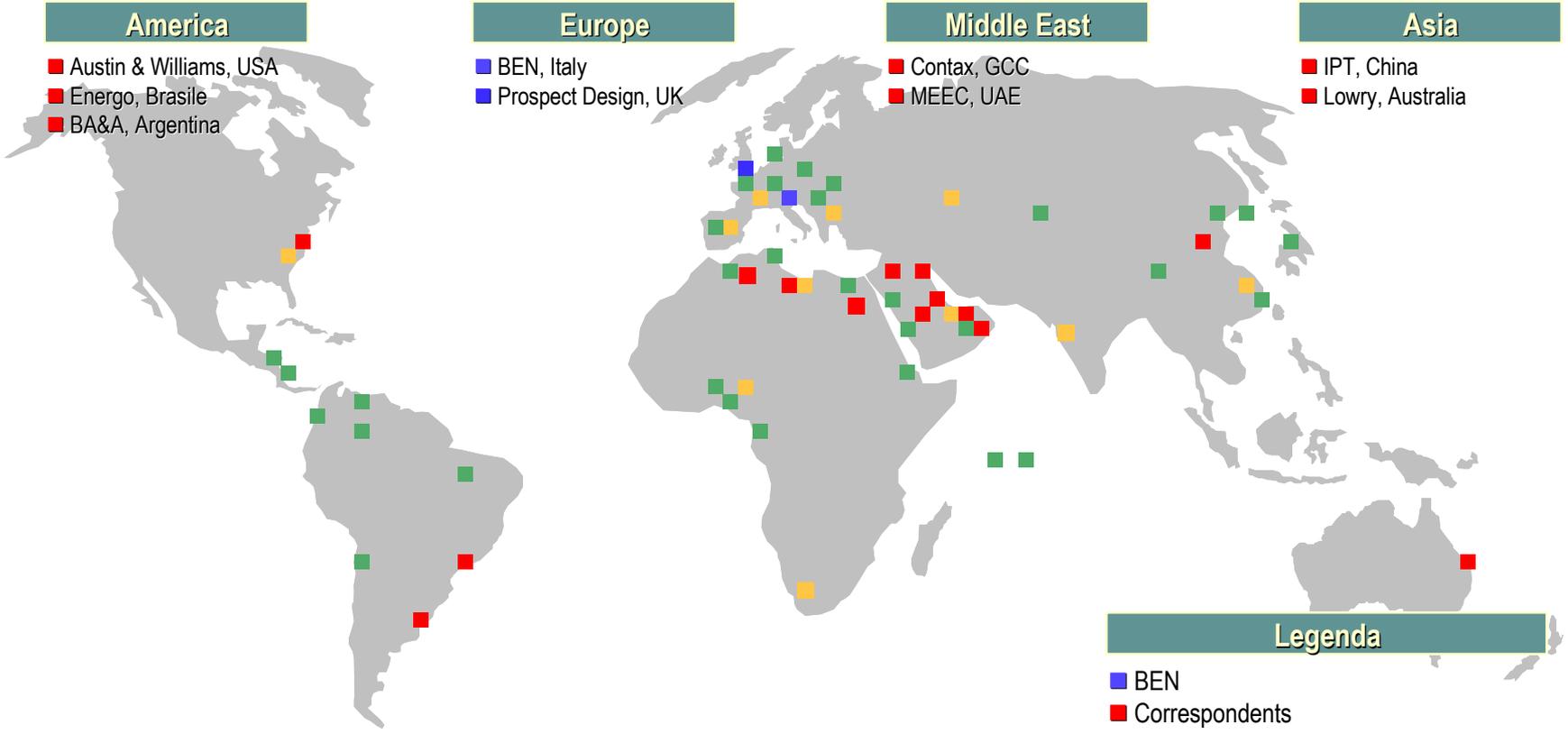
### Business Development

- ❑ BEN assists Investors in the development and control of an investment project.
- ❑ BEN furthermore helps Customers to develop the commercial presence of a service or product in areas that BEN can adequately cover with good referrals, knowledge and local presence.
- ❑ BEN helps foreign firms to enter the domestic market and domestic firms to enter foreign markets, acting as agent or distributor. A successful Business Development effort requires marketing support, information and insight analysis.
- ❑ Our network covers several countries in **Europe, America, North Africa, Middle East** and **Asia**.
- ❑ Customer orientation is the basis of all actions:
  - *Know your client*
  - *Communicate and build the relationship*
  - *Map buying and decision criteria*
  - *Evaluate competitors*
  - *Establish capture strategy*
  - *Develop and implement action plans*
  - *Manage the ongoing relationship.*





# Network Geographical coverage



**Legenda**

- BEN
- Correspondents
- BEN Projects
- Projects executed by key people within previous professional assignments

- BEN has an international presence that is gradually increasing, thanks to the professionals who are taking part to the network with their knowledge and experiences.
- The geographical areas covered include Europe, United States, the Middle East and north Africa, India, Australia and China.

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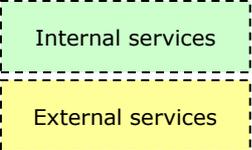
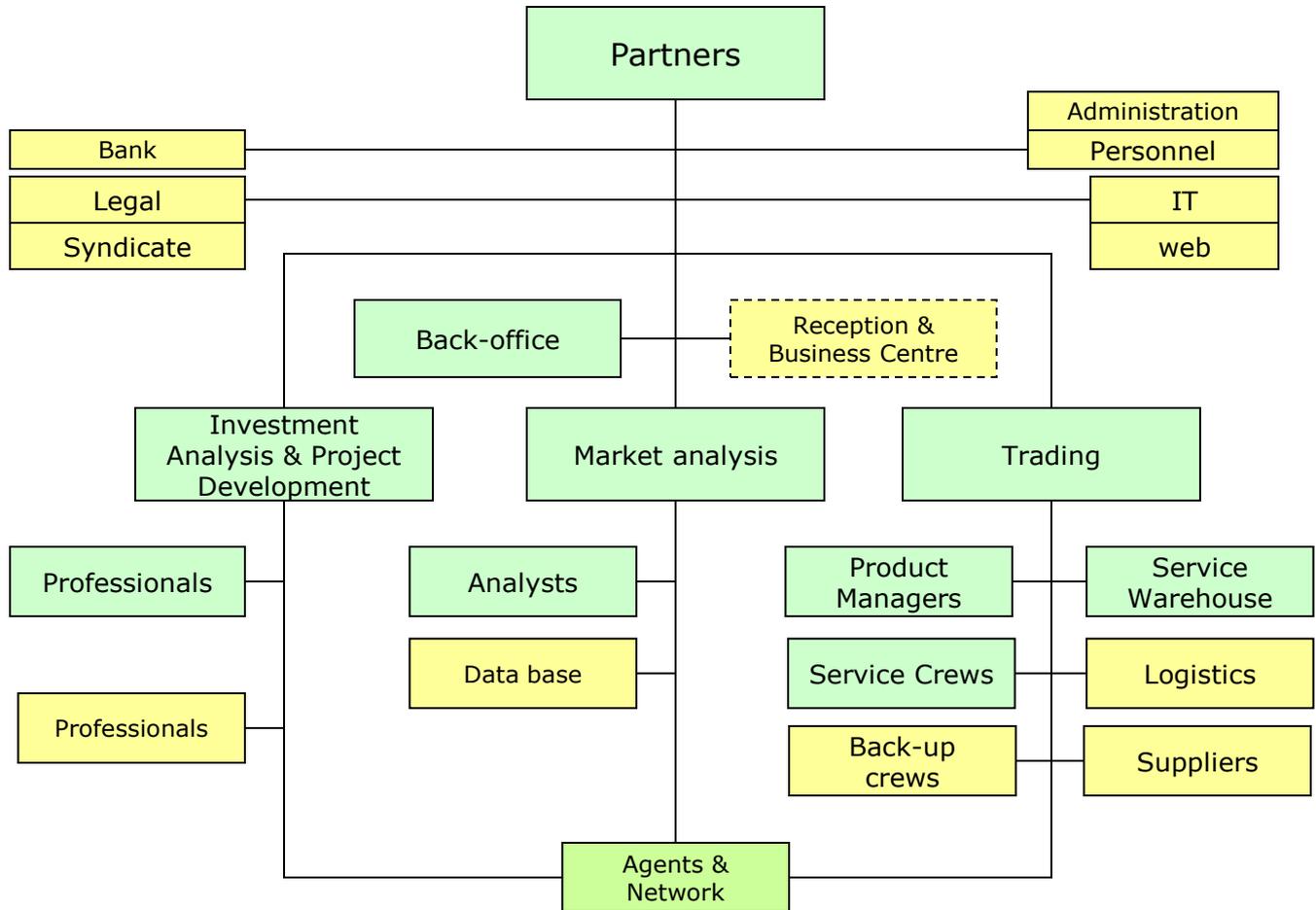
## APPENDIX 2 – Organization

*BEN: Engineering for Business*



# Appendix 2 - Organization Operating structure

- The operating structure of BEN relies on no. 10 internal and no. 20 external professionals.
- All the services are rendered on job basis and are coordinated by a Project Manager.
- All operating needs are covered by consolidated procedures and cooperation schemes.

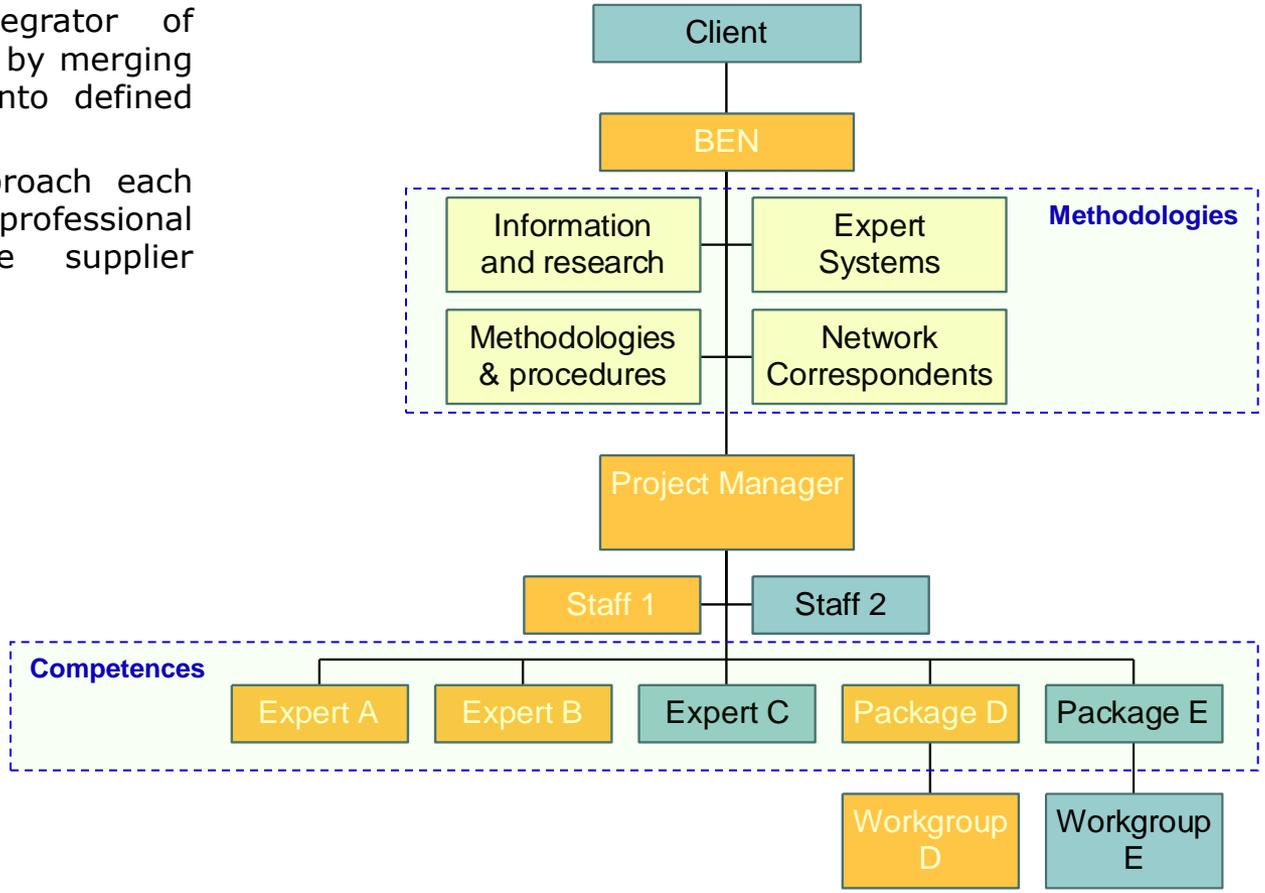




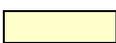
# Appendice 2 - Organization

## Project Organization

- ❑ BEN acts as an integrator of professional competences by merging individual contributions into defined method frames.
- ❑ Project teams could approach each project joining internal professional experiences to outside supplier contribution, as needed.



❑ Legenda

-  BEN's personnel
-  Client's personnel
-  BEN methodologies