

Company profile and services portfolio

Alhambra Infrastructure Advisors

November 2023



We are the leading consulting firm in transportation & infrastructure



Aviation



Ports and maritime



Railways



Roads and urban mobility



Logistics and supply chain



Social infrastructure



Cross-functions

Alhambra Infrastructure Advisors is a boutique consulting firm focused on transportation and infrastructure. We have been established in 2023, gathering the best talent in the industry to continue supporting the growth of our clients

We cover all transportation sectors: Aviation, Ports and maritime, Railways, Roads and urban mobility and Logistics and supply chain. We complement our expertise with a broad spectrum of social infrastructure: Municipal services, Housing, Education and Healthcare. Each sectorial specialties are supported by our different cross-functions: Corporate and Public sector, Digital transformation, Transactions, and Real Estate



Our offering

We provide end-to-end advisory services leveraging on in-depth technical and business understanding of our industry



Strategy and business development

Corporate and National strategies, Market assessment, Demand forecast, Pricing strategy, Business planning, Policies and regulations, Risk analysis, Governance, Economic impact

Planning and design

Site profiling, Asset evaluation, Capacity assessment, Spatial planning, Concept and Master plan, CAPEX estimation, Works execution plan, Social and Environment, Layouts and renders

Operations

Value chain, Traffic assessment, Processes analysis and optimization, Equipment and fleet, Man-power requirements, OPEX estimation, Implementation, Project Management Office

PPPs and Transactions

Technical and commercial due diligence, Procurement strategy, Public-Private Partnerships, Divestments, M&A, Financial modelling, Asset handover, Contract monitoring

Innovation and development

Academic research, Tailored capacity building and training programs, Manuals and standards, Best practices and benchmarking, Workshops, Marketing and promotion events

Digital transformation

Data analytics and predictability, Use of new technologies and AI, Robotics and automation, New mobility, Digital Single Windows



Who we are

Our team includes top executives, senior advisors and more than fifty specialized management consultants – *our founders*



Pablo Ruiz, MSc
Managing Partner

Pablo has more than 20 years of experience in strategic and business consulting, 15 of which in the Middle East. He has led complex infrastructure projects all around the world, having helped his clients achieve their ambitions. He has been directly involved in the most recent successful privatization processes of the regional key transportation assets. During his career, he has built strong multidisciplinary teams covering all transportation modes, leveraging on both regional and international know-how



Luis Yague, MSc, MBA
Partner, Aviation

With more than 20 years of experience in strategy and business consulting and airport equipment, as CEO. He has led infra and operational projects globally. He has been directly involved in the most recent airport PPPs in the Middle East



Ibai Erdozain, MSc
Principal, Ports and Maritime, Logistics

Ibai has developed his 15 years of career in infrastructure advisory focusing on port and logistics assets, mastering the end-to-end of all project types. His main areas include Europe, LatAm and Middle East. He is also leading our Marinas subsector



Genis Garcia, MSc
Principal, Logistics and Railways

Civil Engineer, he focuses on large-scale projects and strategies, in complex, multi-stakeholder environments. He has 12 years of experience in consulting, most of them in the Middle East, Europe and Africa, with long track in PPPs



Ruben Naveiro, MSc, MBA
Principal, Ports and Maritime, Logistics

Nearly 20 years of experience in consulting in infra, mainly ports, maritime and free zone domains. He has conducted more than 100 projects in PPPs, feasibility studies, commercial strategies or master plans. He is focused in Africa and MENA countries



Who we are

Our team includes top executives, senior advisors and more than fifty specialized management consultants – *our management*



Patricia Chica, MSc, MBA

Senior Manager, Roads and urban mobility

Patricia has specialized in passenger mobility and roads planning across all project stages and PPPs during her close to 20 years of experience in consulting. She has developed her career between Europe and Middle East



Ignasi Buch, MSc, MBA

Senior Manager, Logistics, C&PS

Ignasi focuses in strategy-driven projects across all infra sectors, with focus on large corporations and public sector entities. He has directed more than 20 projects in the Middle East, reporting to C-level and senior government officials



Gustavo Lacetera, MSc, MBA

Senior Manager, Logistics and Supply Chain

Close to 20 years in logistics operators and consulting. He has specialized in supply chain innovation and advanced technology. His portfolio of projects also includes logistics parks and warehousing design, e-commerce and PPPs



Matthew Riley, MSc, MBA

Senior Manager, Railways and Urban Mobility

Approaching 20 years of experience, specialist in the transportation sector covering all areas of the project lifecycle, with focus on rail, bus, municipal services and strategic development. Expert in public speaking and client facing roles



Amr Chaieri, MSc

Manager, Social Infrastructure

Based in Middle East, Amr is a Civil Engineer with nearly 10 years of experience in the infrastructure consulting industry. He has managed projects across all sectors, focusing lately on social infrastructure and transactions



Joan Dacosta, MSc, MIM

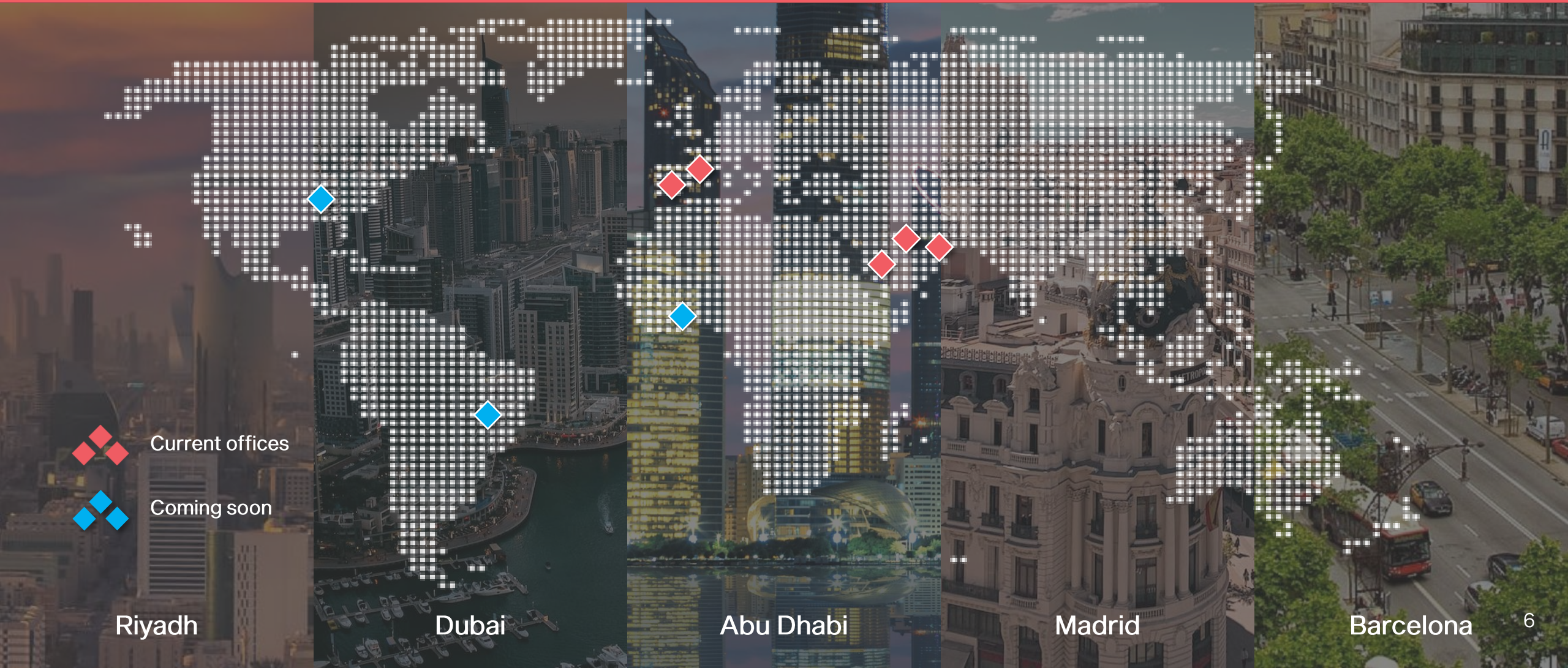
Manager, Ports and Maritime, C&PS

Based in Europe and Middle East, Joan is a Civil Engineer and Master in Management. He has mastered in strategy projects and transactions, covering all the spectrum of transportation with a strong focus on Ports and maritime projects



Our footprint

We have a global reach from our Middle East and Europe hubs



Current offices



Coming soon

Riyadh

Dubai

Abu Dhabi

Madrid

Barcelona



Our success stories

Our team has participated in more than 1000 different projects during the past 20 years



Our team has directed more than 20 privatization processes during the past 5 years



We believe in diversity. We have more than 15 nationalities amongst our team



We are empowering knowledge transfer through our localization programs





Our Aviation practice

Focus areas

- Airports and aerodromes
- Private aviation
- Airlines
- Ground Handling
- Air Navigation Systems
- Air Cargo and logistics
- Passenger experience
- Civil Aviation Authorities

Project typologies

- Air sector strategic planning
- Network development
- Traffic forecast
- Airport Master Planning
- Operations design
- Privatization processes
- Performance Monitoring
- Organizational design

Team projects*

- Abha Airport PPP
- Taif Airport PPP
- Hajj Terminal PPP
- NEOM vertical mobility program
- SANS Seamless Op's
- GACA airport charges review
- AIUla Airport Strategy
- Oman Aero Tariffs
- KSA ground handling market assessment



Ask our experts



Luis Yague, MSc, MBA
Partner
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Mariya Zarubina
Team leader
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* Selection of projects participated by our team members during the past 5 years



Our Ports and maritime practice

Focus areas

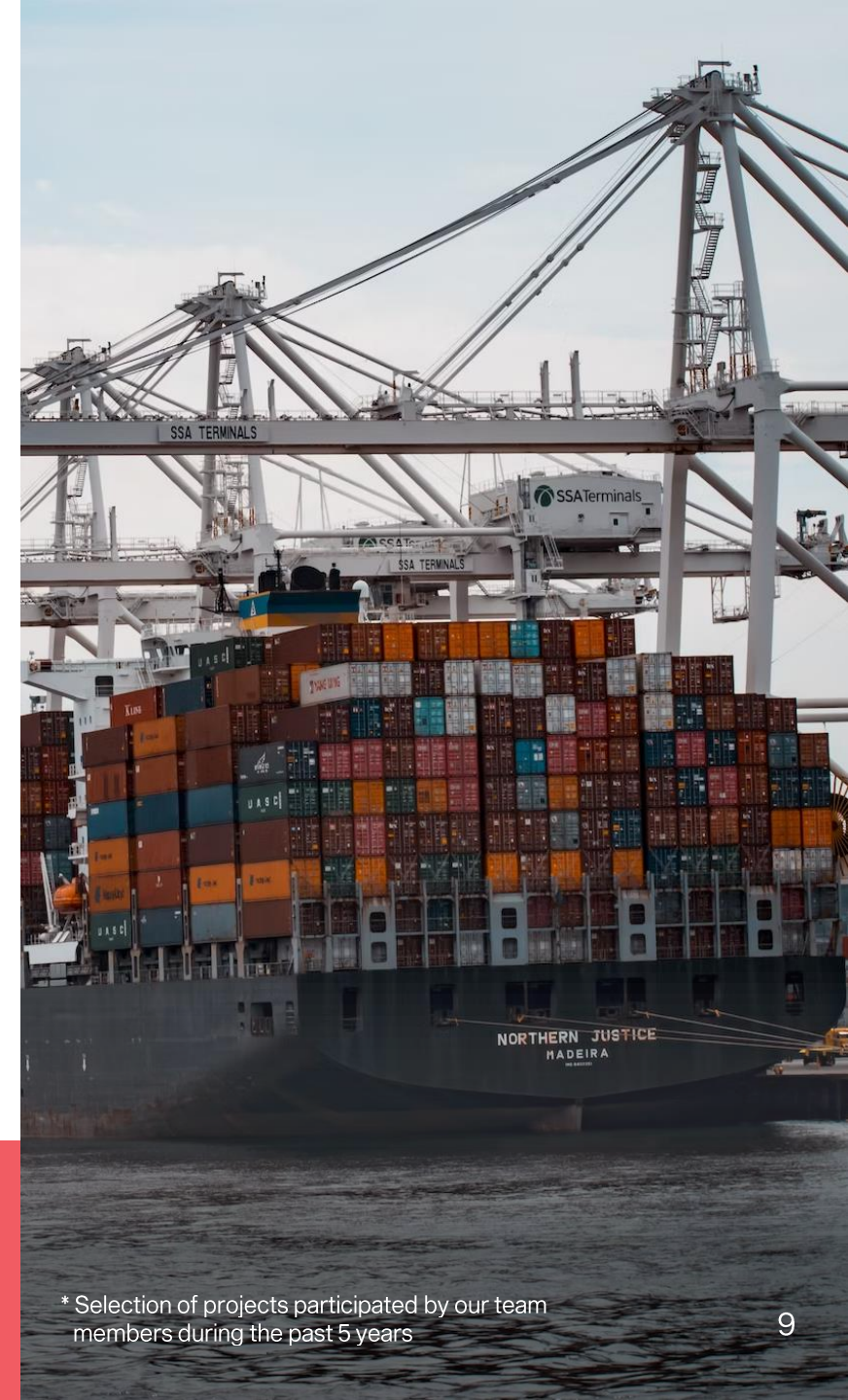
- Port Authorities and operators
- Container terminals
- Multipurpose ports
- Bulk and general cargo
- Shipping lines
- Cruises
- Marinas and leisure
- Offshore/Onshore services
- Port-city reconversion

Project typologies

- Port sector strategic planning
- Market assessment and cargo projections
- Port assets evaluation
- Port Master Planning
- Port and vessel operations
- Business planning and port concessions
- Maritime Regulations
- Environmental impact

Team projects*

- KSA Ports Master Plan
- PPP of 3 container terminals in KSA
- Corporate strategy for a EU terminal operator
- M&A of several East and West Med Marinas
- Port of Spain PPP
- Buenos Aires port PPP
- US Port Assets DD
- Jebel Ali Port Market assessment



Ask our experts



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Ruben Naveiro, MSc, MBA
Principal
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Our Railways practice

Focus areas

- High speed railway
- Conventional passenger railways
- Railway freight
- Dry ports and Rail Logistics Centers
- Commuter and Light Rail Trains
- Mobility As A Service
- Rail Infra managers
- Railway companies

Project typologies

- Rail network planning
- Freight and pax traffic forecast
- Fleet planning and operations
- Freight and pax stations master plan
- PPPs and transactions
- Safety and systems
- Regulatory framework and modal shift incentives

Team projects*

- Saudi Landbridge pas and freight forecast
- DG & Reefer strategy for a GCC Rail OpCo
- Feasibility of 2 Freight Stations in KSA
- PPP of Riyadh Dry Port
- Economic Impact of KSA and UAE rail link
- UAE Rail logistics resilience strategy
- Pricing strategy for a GCC Rail OpCo



Ask our experts



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Matthew Riley, MSc
Senior Manager
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Our Roads and urban mobility practice

Focus areas

- Highways and rural roads
- Urban and municipal roads
- Intercity buses
- Urban buses
- Bus Rapid Transit (BRT)
- Taxis and shareconomy
- New mobility

Project typologies

- Transport Master Plan (national and urban)
- Network planning and strategy
- Traffic forecast and mobility impact
- Road safety and operations
- Bus fleet dimensioning and operations
- Road assets PPPs
- Urban mobility assets PPPs

Team projects*

- KSA road sector strategy & Master Plan
- Road Safety Strategy for a GCC Oil company
- PPP of KSA's intercity bus services
- Technical DD of a BRT in Makkah Region
- Tram-train in Greater Manchester feasibility
- Several highway DDs in EU, LatAm and Middle East

Ask our experts



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Matthew Riley, MSc
Senior Manager
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Our Logistics and supply chain practice

Focus areas

- Logistics parks and FTZ and SEZs
- Trucking companies
- Trade facilitation and customs
- Warehouses and yards
- O&G and mining
- Cold Chain and DGs
- Manufactured goods
- Last-mile, FFW and e-commerce logistics

Project typologies

- Strategic planning
- Land demand forecast and valuation
- Concept and Master plan layout
- Supply Chain management
- Fleet design and optimization
- Digital logistics
- Business planning and transactions

Team projects*

- DD of a Cold Chain 3PL in LatAm
- E-commerce hub feasibility in Africa
- SEZ Strategy in KSA
- Cold Chain Strategy for Abu Dhabi logistics
- Master Plan of 7 Rail logistics hubs in KSA
- Freight Corridor assessment in Iraq
- DD Warehouse and 3PL in Azerbaijan



Ask our experts



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Our Social infrastructure practice

Focus areas

- Education and training institutions
- Municipal services
- Environmental management services
- Healthcare and hospitals
- Social housing and communities
- Leisure and parks
- Government facilities

Project typologies

- Infrastructure capacity and operational needs
- PPP schemes, including availability payments and revenue guarantees
- Technical substance, KPIs and monitoring mechanisms
- Business planning and financial modelling
- Policies and regulations

Team projects*

- PPP of 6 education centers in KSA
- PPP of 3 Social Housing complexes in KSA
- Strategy for Municipal Services in NEOM
- DBOFM for 4 hospitals in LatAm and 1 in Spain
- O&M non-hazardous waste facility in Spain
- SmartCity Strategy of several EU cities

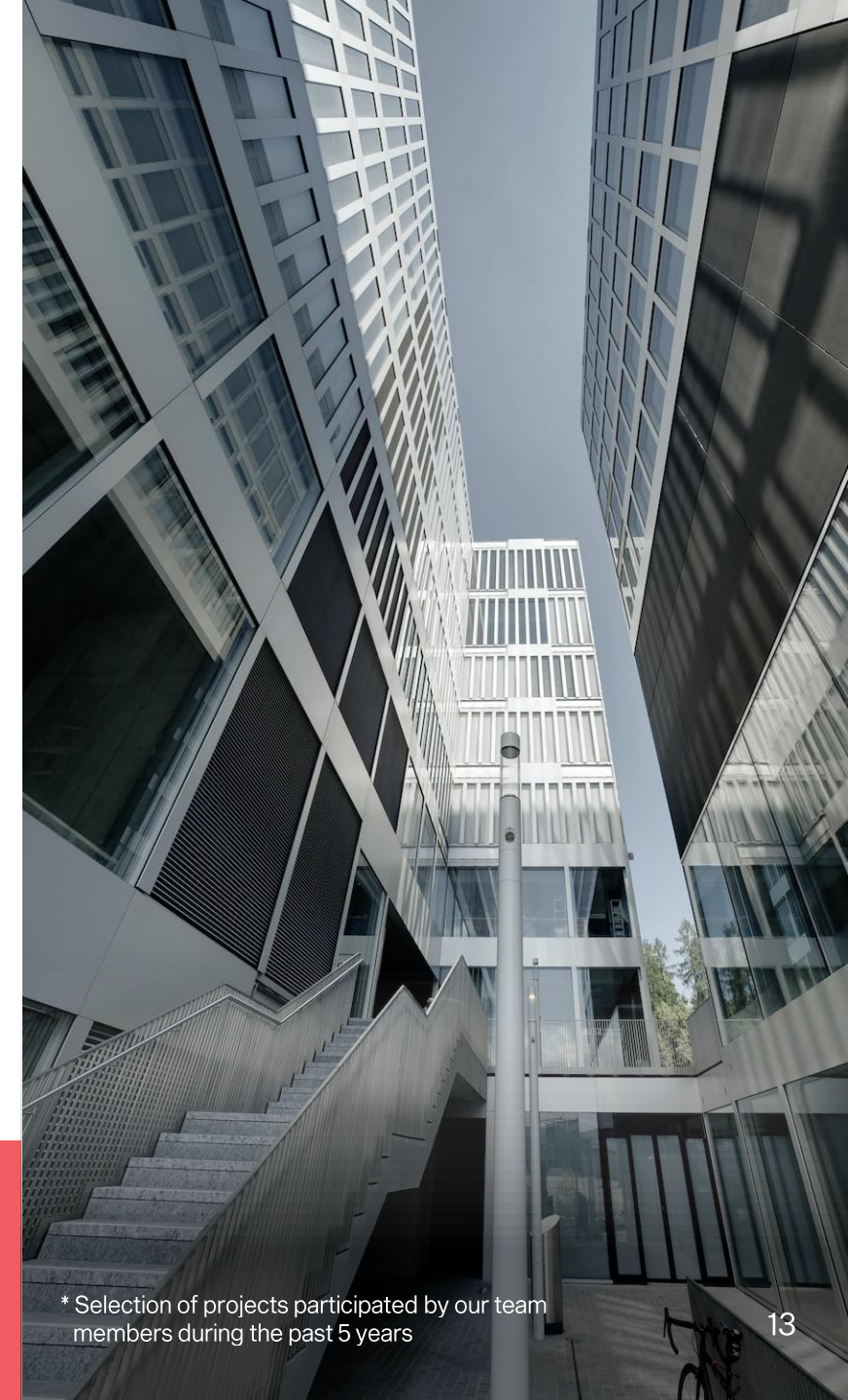
Ask our experts



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Fernando Cabero, PhD
Team Leader
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Our Corporate & public sector cross-function

Focus areas

- Commercial and Investment Banks
- International Financial Institutions and Multilateral Banks
- Private equity and family offices
- Government entities and privatization Units
- Infrastructure operators and concessionaires
- Industrial groups

Project typologies

- Corporate strategy
- Corporate structure and governance
- Cost mapping and optimization
- Processes enhancement
- Financial planning
- Strategy roll-out plan
- Policy and regulations
- Stakeholder management

Team projects*

- Setup of a PPP unit in Matarat, KSA
- Airport services NewCo setup in NEOM
- Operating model and strategy for a GCC aviation operator
- Maritime Regulator setup in NEOM
- Setup of a Logistics OpCo in KSA
- Corporate strategy for a EU port terminal operator

Ask our experts



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Alhambra Advisors

Transforming infrastructure globally

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