

BRITISH INFRASTRUCTURE GROUP BIG PLC



www.britishinfrastructuregroup.com

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BIG IS BEAUTIFUL IN GLOBAL INFRASTRUCTURE?

Investment, Engineering, Procurement, Construction, Operations &
Maintenance of Global Infrastructure.

1. **INFRASTRUCTURE IS GLOBAL**
2. **THE UK REPRESENTS 3% OF GLOBAL OUTPUT**
3. **UK CONTRACTORS RANKED OUTSIDE GLOBAL TOP 50 BY INTERNATIONAL TURNOVER AND REGIONALLY**
4. **A IDEA OF A GLOBAL BRITISH INFRASTRUCTURE GROUP TO PARTICIPATE IN FUTURE REGIONAL GROWTH**
5. **THE TOP UK CONSTRUCTION& HOUSING GROUPS IN 2015 ARE THE LEGACIES OF THE BREAK-UPS OF LARGE INTERNATIONAL CONSTRUCTION GROUPS IN THE 1980-1990S**
6. **THE OBVIOUS CHOICE- CARILLION/BALFOUR BEATTY MERGER, BUT FAILED TAKE-OVER ATTEMPT IN AUGUST 2014**
7. **WHICH GROUPS SHOULD ALIGN TO FORM A FUTURE GLOBAL BUSINESS IN SELECTED MARKETS & SECTORS**
8. **THE UK'S FOCUS ON PPP'S
-LEADS THE REFORMS FOR DELIVERING GLOBAL INFRASTRUCTURE**
9. **AND THE THREE KEYS TO SUCCESS- FINANCE, FINANCE, FINANCE**
10. **BRITAIN MUST NOT JUST BE A PARTNER IN EUROPE BUT BE A LEADER IN THE WORLD.**
11. **POTENTIAL FUTURE OF THINKING "big"**

INFRASTRUCTURE IS GLOBAL



*but LARGE UK
CONSTRUCTION
GROUPS ARE
NOT*

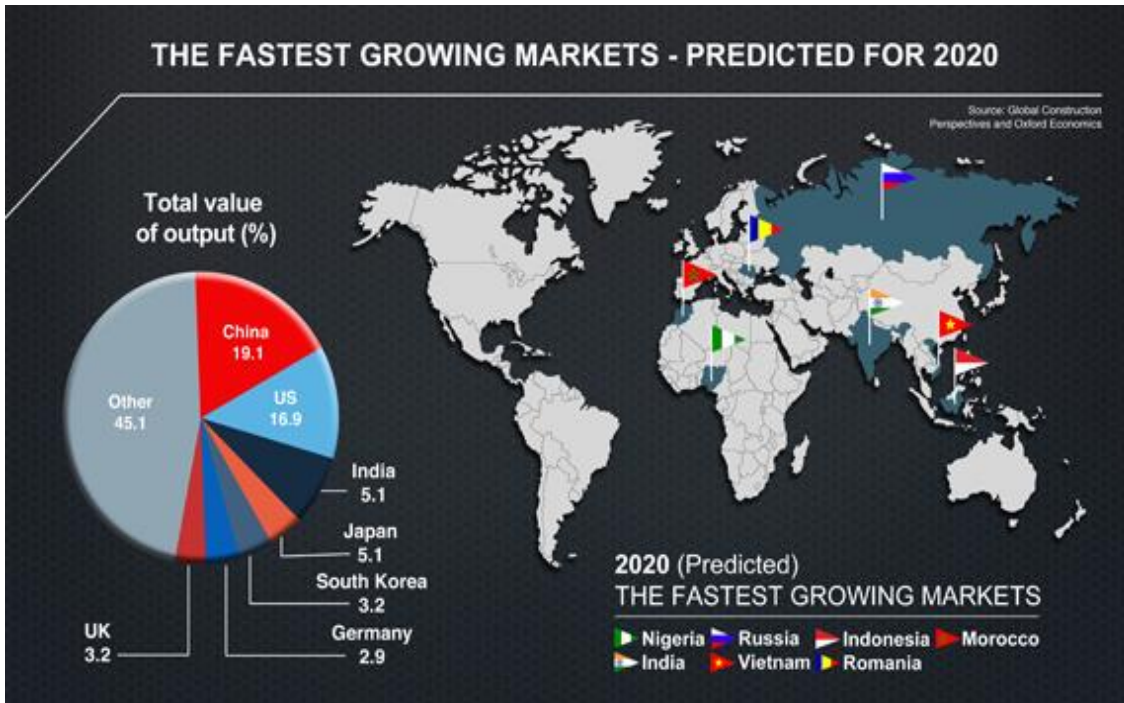


US\$
57 trillion
global infrastructure
investment needed for
2013-30

- GLOBAL INFRASTRUCTURE INVESTMENT TO REACH FOUR TRILLION DOLLARS BY 2017
- MAJOR BRITISH INFRASTRUCTURE COMPANIES FOCUS OVERSEAS PRINCIPALLY ONLY ON MAINLAND EUROPE, NORTH AMERICA, MIDDLE EAST & SELECTIVE ASIA PACIFIC MARKETS
- MAJOR BRITISH INFRASTRUCTURE COMPANIES LAG THEIR EUROPEAN, CHINESE & US COMPATITORS IN SIZE AND INFLUENCE

The UK leads the Global initiative in terms of advice and know-how for Infrastructure Investment & Procurement (eg. PPP), but lags its European, Chinese and US owned competitors in terms of Implementation of Global Infrastructure Projects.

THE UK REPRESENTS 3% OF GLOBAL OUTPUT



The Fastest Growing Markets of the future are in Emerging Markets, while China and USA represent 36% of the Global Market Output. Long Term Growth Strategies for Infrastructure Companies should address Global Trends or retrench to domestic markets. US Companies for example, are already Global in the Provision of Programme and Project Management Services.

UK COMPANIES NOT RANKED IN TOP 50 CONTRACTORS

ENR THE TOP 250 GLOBAL CONTRACTORS

ENR THE TOP 250 INTERNATIONAL CONTRACTORS

(Based on global or non domestic turnover)

RANK 2015	2014	FIRM	2014 REVENUE \$ MIL.		C
			TOTAL	INT'L	
1	3	CHINA RAILWAY GROUP LTD., Beijing, China	113,105.7	5,464.2	1
2	1	CHINA STATE CONSTRUCTION ENG'G CORP. LTD., Beijing, China	110,579.4	7,239.1	1
3	2	CHINA RAILWAY CONSTRUCTION CORP. LTD., Beijing, China	97,044.0	2,450.0	1
4	4	CHINA COMMUNICATIONS CONSTRUCTION GRP. LTD., Beijing, China	60,314.6	15,827.0	1
5	5	VINCI, Rueil-Malmaison, France	51,868.8	19,679.9	1
6	6	ACS, ACTIVIDADES DE CONSTRUCCION Y SERVICIOS SA, Madrid, Spain	46,081.1	38,707.5	1
7	14	POWER CONSTRUCTION CORP. OF CHINA, Beijing, China	38,689.6	11,653.4	1
8	8	BOUYGUES SA, Paris, France	32,335.0	14,201.0	1
9	7	HOCHTIEF AKTIENGESELLSCHAFT, Essen, Germany	31,118.8	29,299.3	1
10	10	CHINA METALLURGICAL GROUP CORP., Beijing, China	30,026.2	2,669.0	1
11	9	BECHTEL, San Francisco, Calif., U.S.A.	28,302.0	21,414.0	1
12	11	SHANGHAI CONSTRUCTION GROUP, Shanghai, China	26,821.8	746.0	1
13	13	CIMIC GROUP LTD., St. Leonards, NSW, Australia	18,898.2	4,407.9	1
14	15	SKANSKA AB, Stockholm, Sweden	17,687.2	14,024.9	1
15	12	FLUOR CORP., Irving, Texas, U.S.A.	16,924.9	11,524.1	1
16	16	STRABAG SE, Vienna, Austria	16,470.0	13,972.0	1
17	20	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	16,366.4	9,687.4	1
18	18	OBAYASHI CORP., Tokyo, Japan	14,957.0	3,357.0	1
19	17	EFFAGE, Vélizy-Villacoublay, France	14,437.0	2,918.0	1
20	25	TECHNIP, Paris, France	14,343.6	14,223.6	1
21	23	SAMSUNG C&T CORP., Seoul, S. Korea	14,092.0	7,845.0	1
22	19	CONSTRUTORA NORBERTO ODEBRECHT SA, Sao Paulo, SP, Brazil	14,042.9	10,199.7	1
23	26	SAIPEM, San Donato Milanese, Italy	13,831.9	13,623.4	1
24	22	KAJIMA CORP., Tokyo, Japan	12,529.5	2,595.4	1
25	21	SHIMIZU CORP., Chuo-ku, Japan	11,992.4	1,420.8	1

RANK 2015	2014	FIRM	2014 REVENUE \$ MIL.		C
			INT'L	TOTAL	
1	1	ACS, ACTIVIDADES DE CONSTRUCCION Y SERVICIOS SA, Madrid, Spain†	38,707.5	46,081.1	1
2	2	HOCHTIEF AKTIENGESELLSCHAFT, Essen, Germany†	29,299.3	31,118.8	1
3	3	BECHTEL, San Francisco, Calif., U.S.A.†	21,414.0	28,302.0	1
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5	9	CHINA COMMUNICATIONS CONSTRUCTION GRP. LTD., Beijing, China†	15,827.0	60,314.6	1
6	10	TECHNIP, Paris, France†	14,223.6	14,343.6	1
7	7	BOUYGUES SA, Paris, France†	14,201.0	32,335.0	1
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11	23	POWER CONSTRUCTION CORP. OF CHINA, Beijing, China†	11,653.4	38,689.6	1
12	5	FLUOR CORP., Irving, Texas, U.S.A.†	11,524.1	16,924.9	1
13	12	CONSTRUTORA NORBERTO ODEBRECHT SA, Sao Paulo, SP, Brazil†	10,199.7	14,042.9	1
14	13	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD., Seoul, S. Korea	9,687.4	16,366.4	1
15	14	FERROVIAL, Madrid, Spain†	8,365.6	11,618.6	1
16	17	SAMSUNG C&T CORP., Seoul, S. Korea	7,845.0	14,092.0	1
17	20	CHINA STATE CONSTRUCTION ENG'G CORP. LTD., Beijing, China†	7,239.1	110,579.4	1
18	**	OZTURK HOLDING CO., Istanbul, Turkey	6,903.0	7,021.0	1
19	18	ROYAL BAM GROUP NV, Bunnik, The Netherlands†	6,165.0	9,672.0	1
20	19	ABEINSA SA, Seville, Spain†	5,805.9	6,038.3	1
21	21	PETROFAC LTD., Jersey, Channel Islands, UK.†	5,604.4	5,604.4	1
22	24	CONSOLIDATED CONTRACTORS GROUP, Athens, Greece†	5,481.6	5,481.6	1
23	28	CHINA RAILWAY GROUP LTD., Beijing, China†	5,464.2	113,105.7	1
24	26	CB&I, The Woodlands, Texas, U.S.A.†	5,436.3	10,317.0	1
25	22	PCL CONSTRUCTION ENTERPRISES INC., Denver, Colo., U.S.A.†	5,129.8	7,232.9	1

But CAUTION PREVAILS... in the short term UNCERTAINTY CLOUDS MARKET. Falling oil prices, political turmoil and economic disruptions from Europe to China have international firms worried.



The Top 10 by Region

1		ASIA	
RANK		Top 10 Revenue: \$71,320.8 MIL Sector's Revenue: \$137,406.5 MIL	
2015	2014		
1	2	GRUPO ACS	
2	1	HOCHTIEF AKTIENGESELLSCHAFT	
3	3	BECHTEL	
4	**	POWER CONSTRUCTION CORP. OF CHINA	
5	6	SAMSUNG C&T CORP.	
6	4	CHINA COMMUNICATIONS CONSTRUCTION	
7	9	HYUNDAI ENGINEERING & CONSTRUCTION CO. LTD.	
8	8	JGC CORP.	
9	7	CIMIC GROUP LTD.	
10	**	CHINA STATE CONSTRUCTION ENG'G CORP. LTD.	

4		MIDDLE EAST	
RANK		Top 10 Revenue: \$28,939.5 MIL Sector's Revenue: \$79,026.1 MIL	
2015	2014		
1	3	CONSOLIDATED CONTRACTORS GROUP	
2	2	HYUNDAI ENG'G & CONSTRUCTION CO. LTD.	
3	**	OZTURK HOLDING CO.	
4	9	CHINA COMMUNICATIONS CONSTRUCTION	
5	4	FLUOR CORP.	
6	5	SAIPEM	
7	**	PETROFAC LTD.	
8	6	DAELIM INDUSTRIAL CO. LTD.	
9	8	LARSEN & TOUBRO LTD.	
10	10	GS ENGINEERING & CONSTRUCTION	

2		EUROPE	
RANK		Top 10 Revenue: \$64,416.4 MIL Sector's Revenue: \$99,805.6 MIL	
2015	2014		
1	1	STRABAG SE	
2	2	VINCI	
3	3	SKANSKA AB	
4	5	BOUYGUES SA	
5	6	ROYAL BAM GROUP NV	
6	7	FERROVIAL	
7	4	GRUPO ACS	
8	10	TECHNIP	
9	**	BECHTEL	
10	**	RENAISSANCE CONSTRUCTION	

5		LATIN AMERICA / CARIBBEAN	
RANK		Top 10 Revenue: \$30,069.5 MIL Sector's Revenue: \$53,279.8 MIL	
2015	2014		
1	1	CONSTRUTORA NORBERTO ODEBRECHT SA	
2	2	GRUPO ACS	
3	5	ABEINSA SA	
4	4	BECHTEL	
5	**	SAIPEM	
6	3	FLUOR CORP.	
7	8	TECHNIP	
8	6	OHL	
9	7	ISOLUX CORSAN	
10	**	CHINA COMMUNICATIONS CONSTRUCTION	

3		UNITED STATES	
RANK		Top 10 Revenue: \$42,476.7 MIL Sector's Revenue: \$51,151.5 MIL	
2015	2014		
1	1	GRUPO ACS	
2	2	HOCHTIEF AKTIENGESELLSCHAFT	
3	3	SKANSKA AB	
4	4	LEND LEASE	
5	5	BOUYGUES SA	
6	9	OBAYASHI CORP.	
7	8	TECHNIP	
8	**	GRASCOM CONSTRUCTION LTD.	
9	**	KAJIMA CORP.	
10	6	FERROVIAL	

6		CANADA	
RANK		Top 10 Revenue: \$22,302.7 MIL Sector's Revenue: \$29,580.1 MIL	
2015	2014		
1	1	PCL CONSTRUCTION ENTERPRISES INC.	
2	2	FLUOR CORP.	
3	4	BECHTEL	
4	3	KIEWIT CORP.	
5	9	WORLEYPARSONS	
6	6	BOUYGUES SA	
7	**	AECOM	
8	5	GRUPO ACS	
9	8	HOCHTIEF AKTIENGESELLSCHAFT	
10	10	JACOBS	

**UK COMPANIES
ALSO RANKED
OUTSIDE TOP 10
BY REGION**



UK Contractors cannot compete on price in many markets, and either focus on innovative services, or quality in niche overseas markets.



THE IDEA OF A GLOBAL BRITISH INFRASTRUCTURE GROUP TO PARTICIPATE IN FUTURE REGIONAL GROWTH

A NEW STRATEGY?

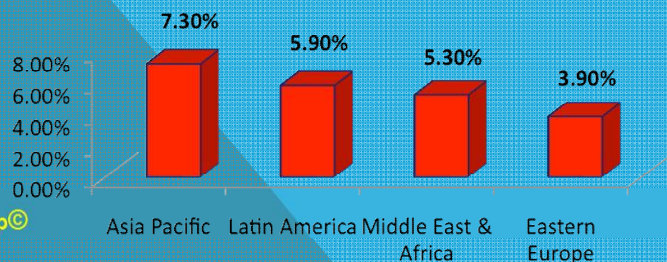
- SHOULD UK COMPANIES FOLLOW EUROPEAN COMPETITORS BY SEEKING MERGER OPPORTUNITIES TO STRENGTHEN BALANCE SHEETS & SUSTAIN ONE-OFF PROJECT LOSSES & LEVERAGE INTERNATIONAL OPPORTUNITY FOR LONG TERM GROWTH
- THERE ARE A LIMITED NUMBER OF UK COMPANIES WHO ARE CANDIDATES FOR MERGER TO FORM A CONSTRUCTION GROUP OF SIZE ON THE EUROPEAN OR GLOBAL ARENA.

Projects to Prosperity: \$4 Trillion on Global Infrastructure Expected

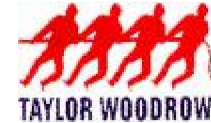


Source: GE 2012 Global Investor Day

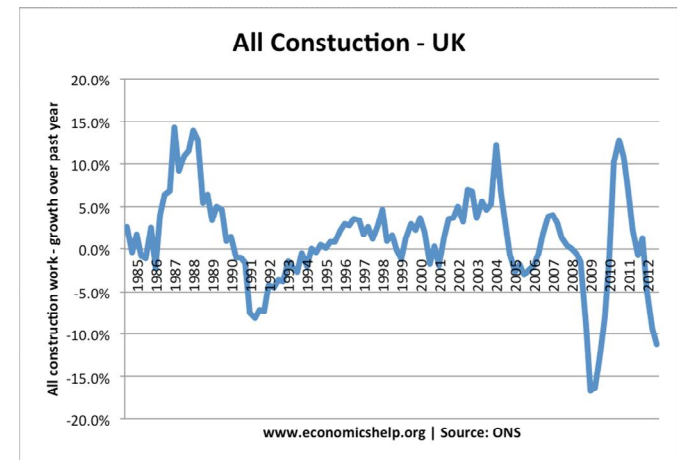
Regions Expecting The Most Construction Growth



THE TOP UK CONSTRUCTION & HOUSING GROUPS IN 2015 ARE THE LEGACIES OF THE BREAK-UPS OF LARGE DIVERSIFIED INTERNATIONAL CONSTRUCTION GROUPS IN THE 1980-1990s



Balfour Beatty



Firms in the construction industry have always had to deal with the challenges of the economic cycle and develop strategies to deal with the resulting fluctuations in their business environment. The result has been M&A activity resulting in de-mergers, insolvencies, sales, reverse take-overs, and asset swaps, leading to diversified asset based businesses becoming predominantly support services groups.



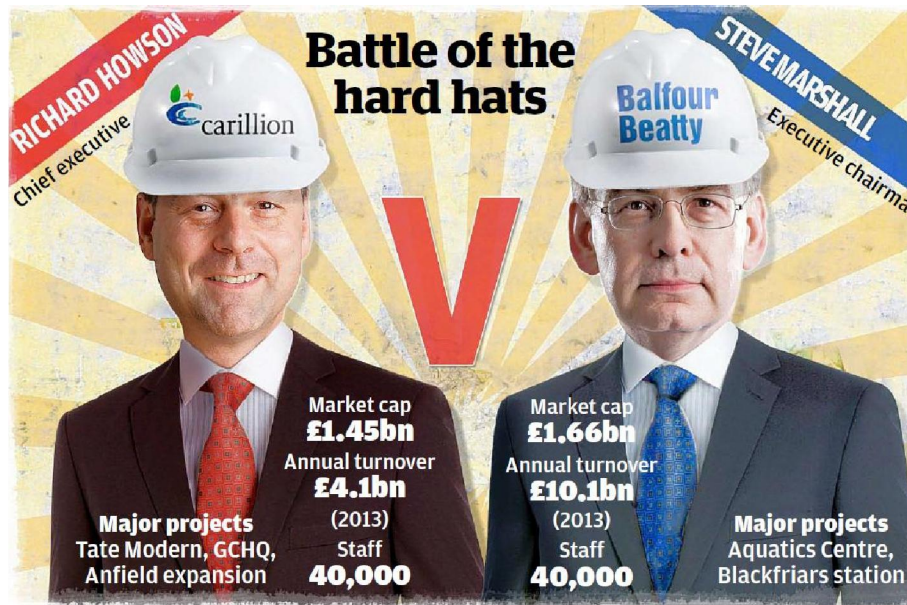
THE TOP UK CONSTRUCTION & HOUSING GROUPS (SOURCE: BUILDING.CO.UK)

2014/15 rank	Company	2014/15 turnover	Pre-tax Profit	Contracting	Housing	Property	Services	Other
1	Balfour Beatty Group Limited	8,793,000,000	-304,000,000	8,597,000,000			1,273,000,000	570,000,000
2	Carillion Plc	4,071,900,000	172,900,000	1,800,000,000			2,412,100,000	182,900,000
3	Laing O'Rourke	3,574,300,000	51,900,000	3,574,300,000				
4	Interserve Plc	3,305,300,000	81,900,000	1,178,300,000			1,913,300,000	215,700,000
5	Barratt Developments	3,157,000,000	390,800,000		3,142,000,000	14,400,000		
6	Kier Group PLC	2,965,000,000	72,100,000	1,597,000,000		254,000,000	1,104,000,000	
7	Taylor Wimpey	2,888,100,000	450,100,000		2,888,100,000			

THE LOST OPPORTUNITY- FAILED TAKE-OVER ATTEMPT OF BALFOUR BEATTY BY CARILLION IN AUGUST 2014

INDUSTRY COMMENTS AFTERWARDS:

- BALFOUR BEATTY LEFT WEAK AFTER REJECTING CARILLION BID
- GULF WIDENS BETWEEN BALFOUR BEATTY AND CARILLION
- CARILLION ISSUES REASSURINGLY DULL TRADING STATEMENT JUST DAYS AFTER IT REVEALS A £75M BLACK HOLE IN ITS PROFITS
- AFTER SEVEN PROFIT WARNINGS, BALFOUR BEATTY'S RECOVERY BEGINS NOW. BUT THE OPPORTUNITY IS LOST.



Balfour Beatty profit warnings



THE NEW BBC?



£14bn Combined revenues

9.2pc Rise in Balfour shares

7.3pc Rise in Carillion shares

THIS IS A
TAKEOVER, NOT A
MERGER OF
EQUALS.

QUOTE4D.COM

Adrian Pilz

WHICH GROUPS COULD ALIGN TO FORM A FUTURE GLOBAL BUSINESS IN SELECTED MARKETS & SECTORS

JUST A FEW CANDIDATES

Public Private Partnerships

UK Export

Finance

Support Services & Facilities

Management

Investment,

Mergers &

Acquisitions

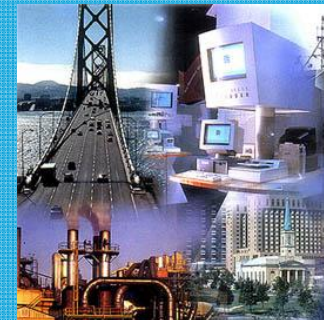
- Healthcare
- Energy
- Education
- Infrastructure
- Sanitation
- Defence & Security



Balfour Beatty



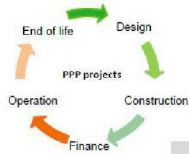
The “BIG” GROUP SHOULD BE DIVERSIFIED IN MARKETS & SECTORS & DISCIPLINES



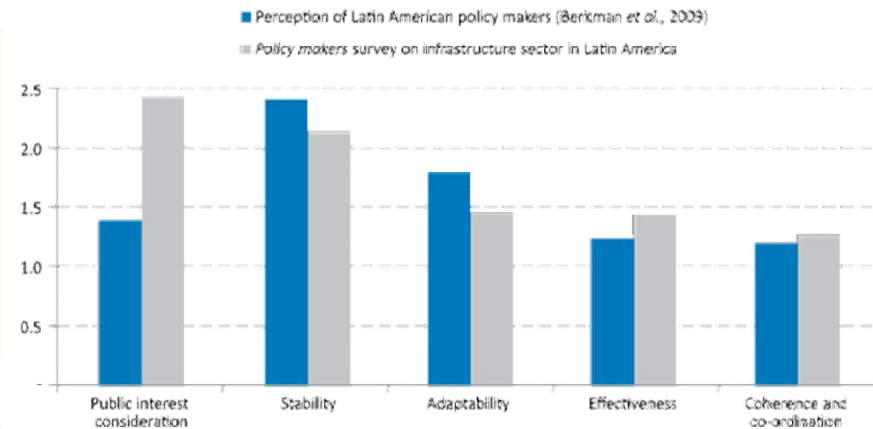
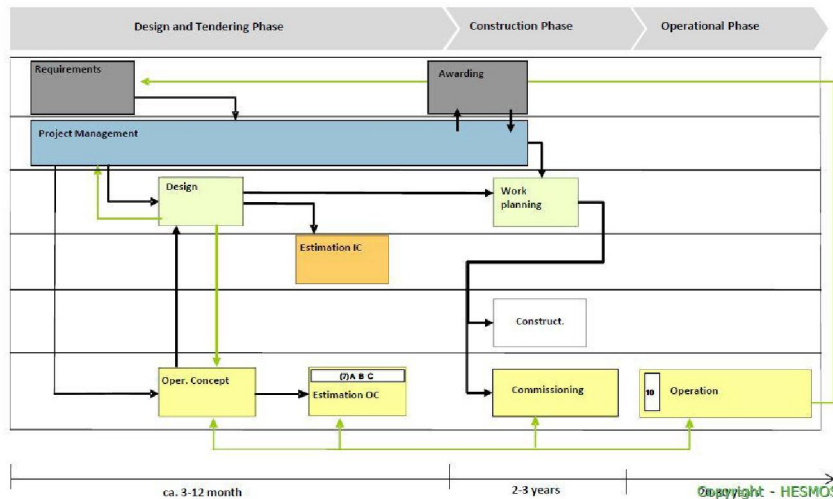
THE UK'S FOCUS ON PPP'S -LEADS THE REFORMS FOR DELIVERING INFRASTRUCTURE



Infrastructure UK



PPP - life cycle approach
Design, finance, construction and operation for about 20-30 years



British Consultants are helping introduce Institutional Change, but British owned Designers, Constructors, Operators, Support Services Providers and Investors are under-represented in many Emerging Markets.



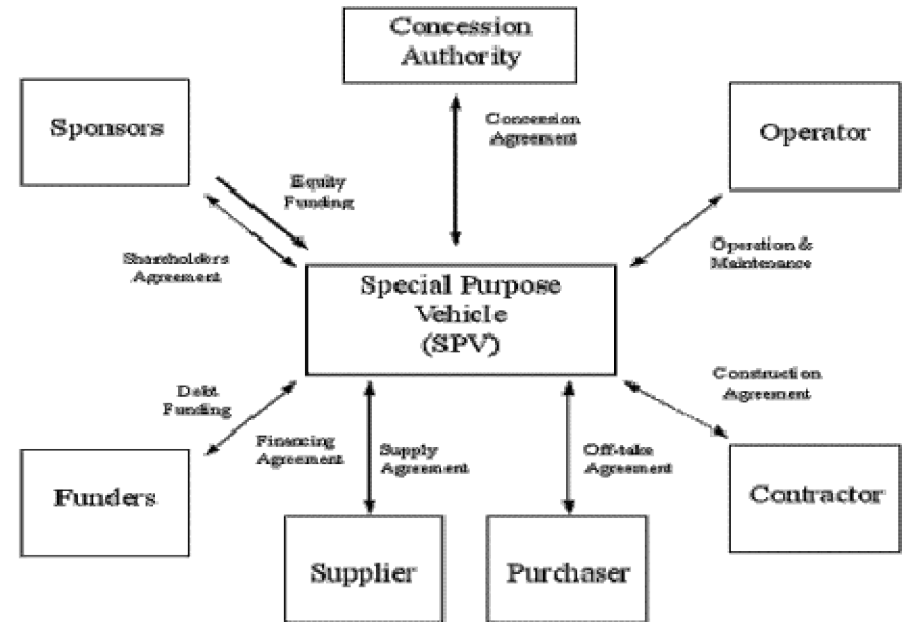
Public-Private Partnerships

How can PPPs deliver better services?

AND THE THREE KEYS TO SUCCESS- FINANCE, FINANCE, FINANCE



<p>EU</p> <p>ALINDA</p> <p>GBP Undisclosed Purchase of South Staffordshire Water Plc</p> <p>Financial Advisor</p>	<p>EU</p> <p>Boehringer</p> <p>GBP 193,000,000 2.2212% Indexed Bonds for the Broomfield Hospital PFI Project</p> <p>Advisor & Lead Arranger</p>	<p>EU</p> <p>Circle Anglia</p> <p>GBP 400,000,000 Short-Term Revolving Credit Facility to leading UK Social Housing Provider</p> <p>Lead Bond Arranger</p>	<p>EU</p> <p>HOLDFAST</p> <p>GBP 275,000,000 Construction Consortium of Atkins, Babcock and Carillion</p> <p>Financial Advisor</p>
<p>EU</p> <p>Newcastle International</p> <p>GBP 380,000,000 Senior Secured Facilities Financing for the Newcastle International Airport</p> <p>Mandated Lead Arranger</p>	<p>EU</p> <p>North Bristol NHS NHS Trust</p> <p>GBP 385,000,000 Southmead Hospital Redevelopment Project</p> <p>Financial Advisor</p>	<p>EU</p> <p>places 3people HOUSING</p> <p>GBP 650,000,000 EMTN Programme GBP 100,000,000 Short-Term Revolving Credit Facility</p> <p>Lead Arranger</p>	<p>EU</p> <p>PRUDENTIAL NRI JPMorgan ASSET MANAGEMENT</p> <p>GBP 290,000,000 Purchase of Equity Interest in Zephyr's Wind Portfolio</p> <p>Financial Advisor</p>
<p>EU</p> <p>Thames Water</p> <p>GBP 4,000,000,000 Acquisition Debt & Hedging Facilities GBP 900,000,000 RFI Linked Bond Joint Lead Arranger & Bookrunner</p>	<p>EU</p> <p>Alimont</p> <p>EUR 1,400,000,000 PPP for the Implementation of a New High-Speed Line, France</p> <p>Financial Advisor to RFF</p>	<p>EU</p> <p>TRINERGY Sustainable Energy and Infrastructure</p> <p>EUR 1,839,000,000 Sale of Italian and German Renewable Assets</p> <p>Financial Advisor</p>	<p>AU</p> <p>TOLL</p> <p>AUD 5,200,000,000 Toll Infrastructure Spin-off of Asciano Ltd.</p> <p>Sub-Underwriter Syndicate Facilities</p>
<p>AU</p> <p>TRANSLATED SERVICES RESTRUCTURING</p> <p>AUD 470,000,000 Acquisition of Wind Farm Portfolio - Queensland Government</p> <p>Financial Advisor</p>	<p>NA</p> <p>AQUARION</p> <p>USD 450,000,000 5 Year Facilities for the Acquisition of US Water Company</p> <p>Joint Lead Arranger & Bookrunner</p>	<p>NA</p> <p>CLOUDWORKS ENERGY INC.</p> <p>CAD 518,428,000 Financing for 6 run-of-river hydro projects in Canada</p> <p>Sole Underwriter</p>	<p>NA</p> <p>EllisDon</p> <p>CAD 121,028,000 Construction Bonds for the Sudbury Regional Hospital</p> <p>Sole Underwriter</p>
<p>NA</p> <p>MAHER</p> <p>USD 1,245,000,000 Acquisition of US & Canadian Ports by FREEF</p> <p>Mandated Lead Arranger</p>	<p>NA</p> <p>NTTA NORTH TEXAS TURNKEY AUTHORITY SHT20 Toll Road Public Sector Alternative</p> <p>USD 3,197,000,000 Uplift Payment USD 698,000,000 Construction</p> <p>Financial Advisor</p>	<p>NA</p> <p>NW</p> <p>USD 603,000,000 Privatization of Northwest Parkway, Denver</p> <p>Financial Advisor</p>	<p>NA</p> <p>Golden Crossing Group & Partners</p> <p>CAD 960,000,000 CPI Swap</p> <p>Sole Provider to Project Bankers</p>



THE MAIN LISTED MERGER CANDIDATES



Market Cap	Turnover
£583m	£2.9bn
£1148m	£3.5bn
£1647m	£7.3bn
£1240m	£3.3bn

POTENTIAL FUTURE OF THINKING “BIG”

- THE BRITISH INFRASTRUCTURE GROUP SHOULD HAVE LONG TERM AMBITIONS FOR GENERATING INFRASTRUCTURE RELATED BUSINESSES ACROSS THE DEVELOPED WORLD AND IN EMERGING MARKETS THROUGH PARTNERSHIP, INVESTMENT, ENGINEERING, PROCUREMENT, CONSTRUCTION, OPERATIONS AND MAINTENANCE, AND SUPPORT SERVICES IN THE PUBLIC AND PRIVATE SECTORS AND THROUGH PUBLIC PRIVATE PARTNERSHIPS.



THE OPPORTUNITY

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deleted





THANK YOU

“With so many conflicting strategies vying for your attention, you may be uncertain what your next move should be. The Risk Reward Assessment and focus on short term shareholders’ return are always priorities for Publicly Listed Companies. The option that interests me is that of involvement in international Infrastructure Development, Public Private Partnerships , and Global Business Development. That leads me to promote to you the Think Big idea of a forming a future Global British Infrastructure Group as an Infrastructure Investor, Designer & Constructor, and Support Services and Facilities Management Company. The route to do so is through Merger of the UK’s largest Construction Groups which offer synergy, complimentary skills, and resource to put the combined Group on the World Stage to compete with its European, US , Chinese and other Global Competitors.”

Greg Malpass (February 2016)



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THE THINK BIG PARTNERSHIP

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Think
BIG